

Wyoming School Facilities Commission
Methodology for the Release and Deployment of Amount Appropriated under 2010 Laws, Chapter 39,
Section 333

The Director and the Deputies of the SFC met with Mr. Buck McVeigh and Dr. Wenlin Liu of the Economic Analysis Division of the State of Wyoming Department of Administration and Information in April 2010 to discuss information related to cost of construction of facilities in the State of Wyoming between January 2010 and January 2013. The purpose of the meeting was to discuss appropriate processes to determine whether projects listed in HEA 46 Section 333 (b) could be identified as “not underfunded.”

The SFC presented information that the cost of materials and cost of labor are two major drivers of the cost of construction of facilities. Each driver constitutes approximately 40% of the total cost of construction. Moreover, the remaining 20%, frequently referred to as “soft costs” move in similar paths to these two drivers. Hence, the majority of the discussion with Mr. McVeigh and Dr. Liu focused on projections about the cost of labor and the cost of goods. Mr. McVeigh and Dr. Liu discussed their recent paper, Highlights of Wyoming Economic Forecast (Attachment 1). The forecast from January 2010 until mid-calendar year 2011 is that the cost of goods should increase approximately 3% and, in Wyoming, the cost of labor should decline at a similar rate. Hence, the decrease in the cost of labor and the increases in cost of goods would cancel out during the period.

However, for the period from mid-calendar year 2011 until the end of 2012, the forecast is that the cost of labor will begin to increase at a rate of approximately 3% per year and the cost of goods will continue on its current path. Hence, for the 18 months beginning in mid-2011, with the cost of materials, the cost of labor, and the remaining 20% cost of construction all increasing at a rate of 3% per year, the weighted, combined increase in the total cost of construction would also be approximately 3% of the total per year.

$$\begin{aligned} .03(\text{cost of materials}) + .03(\text{cost of labor}) + .03(\text{soft costs}) &= \\ .03(\text{cost of materials} + \text{cost of labor} + \text{soft costs}) \end{aligned}$$

or .03(total cost of construction) per year.

The SFC maintains a data base of cost of all awarded bids since its inception. The annual average cost of construction is shown in Figure 1. There has been a significant change in the bids in the last 18 months. In February 2010, the SFC opened bids for a middle school in Lander for \$191/square foot. At this time, there has only been one bid in 2010. Coupling the information presented by Mr. McVeigh and Dr. Liu with the graph of annual average cost of construction produces Figure 2. It is unfortunate that there has only been one bid upon which we can base this analysis. We are caught in a “Catch 22.” Without making the determination, we cannot bid more projects and without bidding more projects, we do not have more information. The SFC moved forward using the best information we have to analyze the August 2009 estimates and presented the information to the Governor and to the Commission. All Section 333 (b)(i) projects were analyzed. Three projects were not adjusted because they are phased

Wyoming School Facilities Commission
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Section 333

projects in which the first phase was funding, Lincoln County School District #1 high school and two high school projects in Natrona County School District #1. Additionally, due to a significant increase in enrollment in 2009 and information now shows larger than current enrollments for 2010 and 2011, the square footage of the K-8 school in Uinta County School District #4 (Mountain View) was increased. See Table 1 for the revised budgets for the cost of construction and Table 2 for the projected timelines.

The attached documents show the results of the analyses completed in April, 2010. This analysis demonstrates that the projects in HEA 46 Section 333 Paragraph (b)(i) of the 2010 Budget Session are not underfunded.

Similarly, the analysis indicates that no component level projects identified in HEA 46 Section 333 Paragraph (b)(ii) of the 2010 Budget Session should be identified as underfunded.

Figure 1

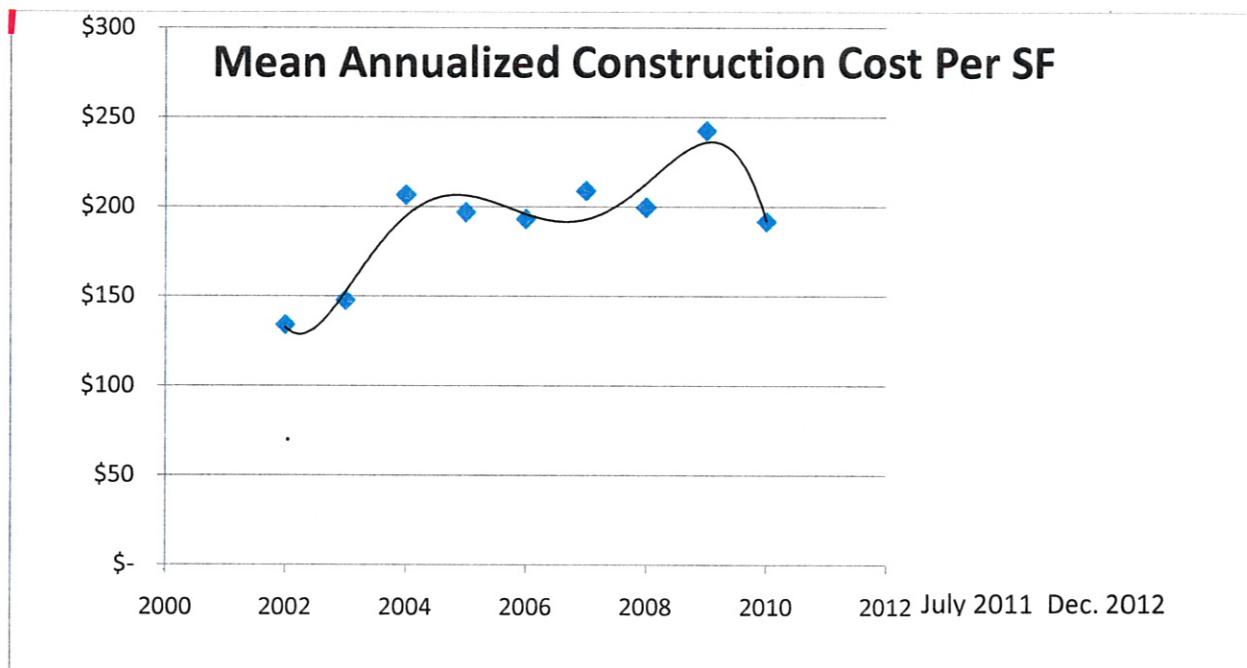
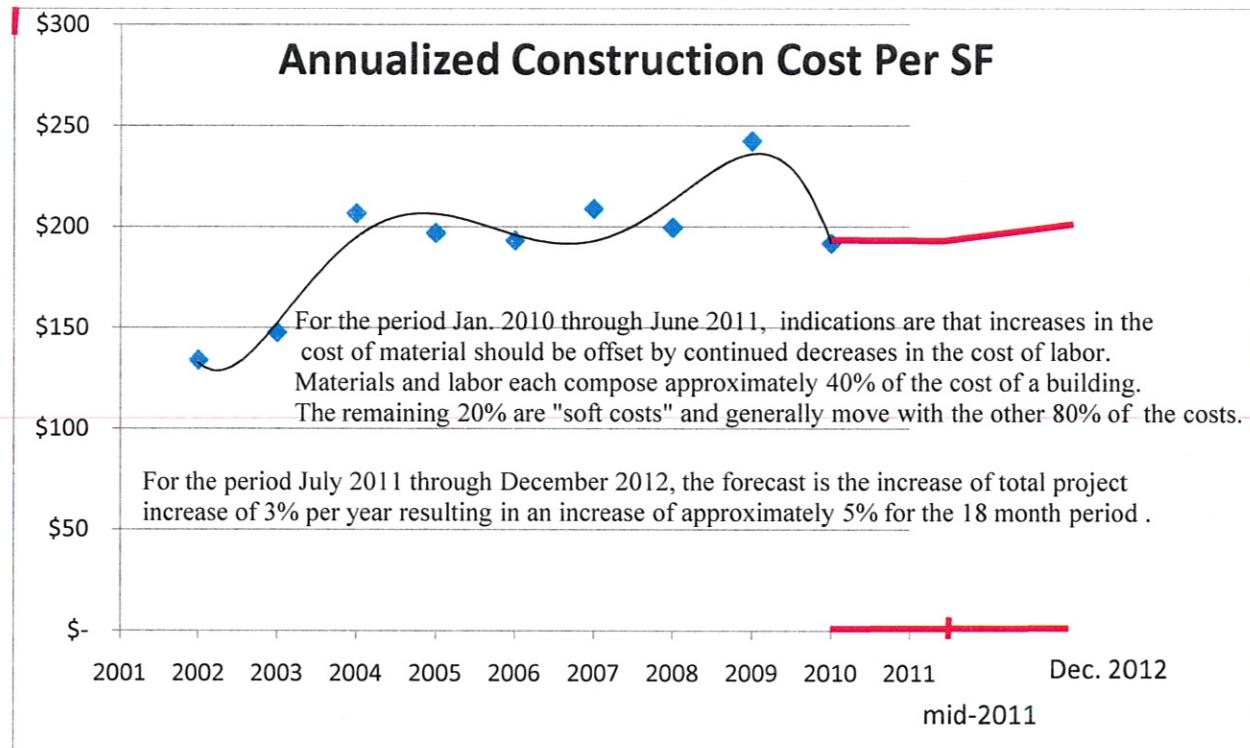


Figure 2



Wyoming School Facilities Commission
Methodology for the Release and Deployment of Amount Appropriated under 2010 Laws, Chapter 39,
Section 333

Table 1

SCHOOL FACILITIES COMMISSION SUMMARY OF REVISED BUDGET

Needs Index Priority	Expected Bid Date	School District	Project Name	Amount Appropriated In 2010 Session	May 2010 Updated Budget	Over or (Under) From Appropriations	Notes
1	Jul-11	Unita # 4	Mountain View k-8	\$ 24,597,284	\$ 28,979,383	\$ (4,382,099)	Increase in student population
3	Prior to July 2011	Unita # 1	Horizon Alternative H.S.	\$ 4,758,000	\$ 4,489,933	\$ 268,067	Changed to 100% Renovation
9	March 14, 2011	Sublette # 9	Big Piney Elementary	\$ 10,431,000	\$ 9,277,137	\$ 1,153,863	Architect Under Contract
12	January 18, 2011	Natrona # 1	Southridge Elementary	\$ 9,857,444	\$ 9,394,335	\$ 463,109	Architect Under Contract
14	Oct-11	Laramie # 1	North Elementary School	\$ 15,028,875	\$ 14,095,145	\$ 933,730	
19	March 24, 2011	Laramie # 1	Goins Elementary	\$ 10,568,250	\$ 9,884,527	\$ 683,723	Architect Under Contract
21	Prior to July 2011	Lincoln # 1	Kemmerer High School	\$ 5,490,000	\$ 5,490,000	\$ -	- Phased Project
22	Sep-11	Fremont # 1	New South Elementary	\$ 15,910,854	\$ 13,976,132	\$ 1,934,722	
25	Jan-12	Natrona # 1	KWHS	\$ 7,320,000	\$ 7,320,000	\$ -	- Phased Project
25	Jan-12	Natrona # 1	NCHS	\$ 7,320,000	\$ 7,320,000	\$ -	- Phased Project
27	Jun-10	Sheridan # 2	Meadowlark Elementary	\$ 11,490,790	\$ 11,016,025	\$ 474,765	
30	Jun-10	Park # 1	West Side Elementary	\$ 11,411,355	\$ 10,617,288	\$ 794,067	
Totals				\$ 133,181,707	\$ 131,859,905	\$ 1,321,802	Difference between the total appropriations for cap con and the sum of April 2010 Estimate
Note - Bid Dates in Red have budgets applied with the escalation factor included							1.00%

Wyoming School Facilities Commission
Methodology for the Release and Deployment of Amount Appropriated under 2010 Laws, Chapter 39,
Section 333

Table 2

Square Foot Cost Relative to Time

SQUARE FOOT COST RELATIVE TO TIME

Time	Cost per SF	Project	April 2010 Through June 2011	Jul-11	Aug-11	Sep-11	Oct-11	Nov-11	Dec-11	Jan-12	Feb-12	Mar-12	Apr-12	May-12	Jun-12	Jul-12	Aug-12	Sep-12	Oct-12	Nov-12	Dec-12
Big Piney - March 14, 2011	\$ 191.25	Mnt View																			
Sandridge - January 18, 2011	\$ 191.25	South ES																			
Horizon Alt HS	\$ 191.25	Davis ES																			
Gunn ES - March 14, 2011	\$ 191.25	Kelly Wash - Phase I																			
West Side ES	\$ 191.25	NCHS - Phase I																			
Meadowlark ES	\$ 191.25																				
Kemmerer - Phase I (Rock Spring) - Bl.M New S.	\$ 191.25																				
6 (Gillette Elementary) - Lake View	\$ 191.25																				

Note - From July 2011 and forward prices were compounded at a rate of .25% per month or 3% annually

Wyoming School Facilities Commission
Proposals for Required Select Committee Monthly Reporting Process prepared for the
Select Committee on School Facilities

(h) The school facilities commission shall report monthly to the select school facilities committee in a matrix format depicting all capital construction projects and component level projects which have encumbered funds pursuant to this section. For each project, the monthly matrix report shall provide the total amount encumbered, the total amount expended, the total amount unexpended and the total unexpended amount for that project which are expended for other projects.

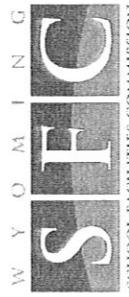
The SFC has developed a series of reports that are available using the Assetworks database. These reports are nearing a finalized phase in which terminology will be aligned with common usage with governmental agencies.

The information identified in Subsection (h) as quoted above is available in the report named **Project Appropriations Report by District**. The report ties back to the original biennium appropriation and facility plan number. It shows the biennium of funding, the budget amount, the amount encumbered, the expenditure as of the date of the report, the amount remaining to be invoiced, the budget remaining and the funds that became unallocated and expended for other projects. A paper copy of a first page of an example report is attached.

Also attached is a copy of the most recent monthly financial report. The report details the SFC's appropriations, current period transactions, and the balance of unobligated dollars.

The following table shows name of the report and a brief description of reports available through Assetwork.

Name	General Description of Contents
Project Contract Report by District	Displays projects by district, facility plan number, project number, contract number with the related estimate, budget, contract amount and expenditures to date.
Project Contract Report by District--Detail	Adds all project payments by invoice number and date to the Project Contract Report by District
Contract Change Order Report	In Assetworks a "change order" is the documentation needed to increase or decrease the amount in the "budget" or "encumbered."
Cash Disbursement Report	Displays SFC disbursements to districts for a specified period of time.
Project Budgets by District	Displays the location of the project, the facility plan number, the project number, the project description, the project status, the expenditures as of the report date, and the balance.
Project Phase Budget Change Orders	Displays the change orders (see above) by planning, design, or construction phase by District, project number, and work order number
Property Profile Report	Displays the following information by district: building name, description, address, whether is owned or leased, date built and gross square footage.
Tract and Acreage Report	Displays the acreage and associated deeds by tract of land by district
Facility Condition Assessment Report	Displays the condition score and related financial information by district, building and component



SCHOOL FACILITIES COMMISSION

Project Appropriations Report by District

District

Building

All Districts

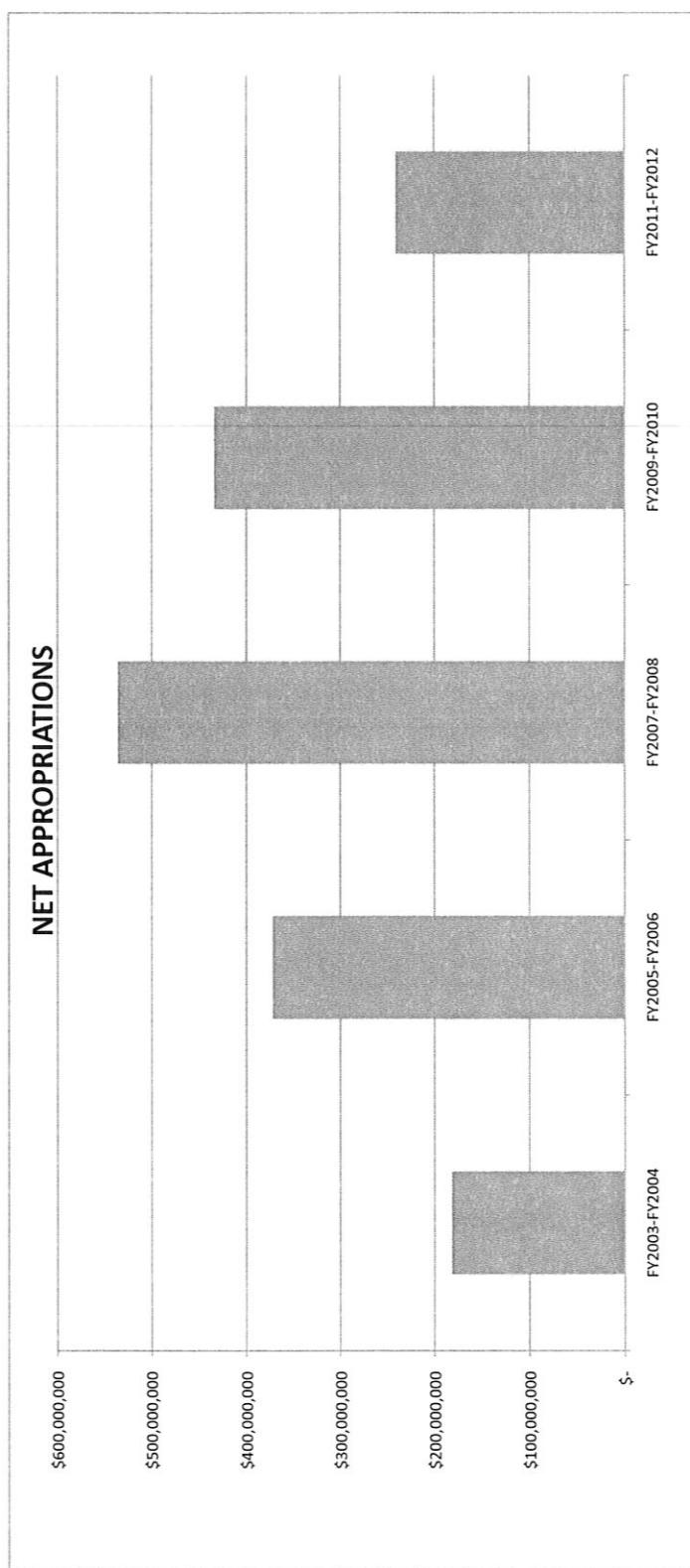
Project	Project Description	Facility Plan #	Biennium	Appropriations	Budget	Encumbered	Expenditures as of: 4/1/10		Remaining to be Invoiced	Budget Remaining	Unallocated Funds
							4/1/10	of:			
Albany County School District No. 1											
ALB01 BEITEL ES	Replace wood Playground Equipment	0101-005-0100-07-005	2007-2008	\$72,100.00	\$36,117.00	\$36,117.00	\$36,117.00	\$36,117.00	\$0.00	\$0.00	\$35,983.00
7ALB1520	and Safety area										
Totals for ALB01 BEITEL ES:											
ALB01 LARAMIE JR HS	Repair ventilation and cooling in building	0101-019-0100-07-005		\$696,688.00	\$696,688.00	\$696,688.00	\$696,688.00	\$696,688.00	\$0.00	\$0.00	
7ALB103C											
Totals for ALB01 LARAMIE JR HS:											
ALB01 LARAMIE SR HS (10-12)	MASTER PLAN PROGRAMMING FOR LARAMIE HS	0101-021-0100-07-022		\$0.00	\$276,240.08	\$15,074.08	\$0.00	\$15,074.08	\$276,240.08	\$276,240.08	
10ALB11D	SECONDARY PROGRAMMING										
10ALB12D	DESIGN - LARAMIE SR. HS	0101-021-0100-07-018		\$0.00	\$150,000.00	\$150,000.00	\$0.00	\$150,000.00	\$150,000.00	\$150,000.00	
7ALB101A	SCIENCE WING ADDITION										
7ALB101D	Design Science Wing	0101-021-0100-07-015	2007-2008	\$444,960.00	\$47,720.00	\$47,720.00	\$47,720.00	\$47,720.00	\$0.00	\$0.00	\$397,240.00
7ALB104D	MASTER PLAN PROGRAMMING FOR LARAMIE HS	0101-021-0100-07-022		\$92,025.92	\$92,025.92	\$92,025.92	\$92,025.92	\$92,025.92	\$0.00	\$0.00	
7ALB1590	SECONDARY PROGRAMMING										
7ALB1540	DESIGN - LARAMIE SR. HS	0101-021-0100-07-018		\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	
Totals for ALB01 LARAMIE SR HS (10-12):											
ALB01 LARAMIE SR HS (10-12) BUS BARN/DETI STADIUM											
7ALB1540	Sprinkler system for field/lawns	0101-021-0101-07-004	2007-2008	\$154,500.00	\$6,935.00	\$6,935.00	\$6,935.00	\$6,935.00	\$0.00	\$0.00	\$147,565.00
Totals for ALB01 LARAMIE SR HS (10-12) BUS BARN/DETI STADIUM:											
ALB01 MAINTENANCE AND OPERATIONS BLDG											
7ALB102C	Install Security Camera Systems at										
Wednesday, May 12, 2010											
\$44,502.40											

SCHOOL FACILITIES COMMISSION

Current Period: Apr. 1 - Apr. 30, 2010
 Commission Meeting: May, 2010
 Report: July 2002 through "Current Period"

APPROPRIATIONS EXECUTIVE SUMMARY REPORT (OPERATIONS, MAJOR MAINTENANCE, AND CAPITAL CONSTRUCTION)

	(A) APPROPRIATIONS	(B) REVERSIONS	NET APPROPRIATIONS (C=A-B)
FY2003-FY2004	\$ 184,367,173	\$ 2,527,794	\$ 181,839,379
FY2005-FY2006	376,960,434	4,915,742	372,044,692
FY2007-FY2008	536,110,322	-	536,110,322
FY2009-FY2010	452,913,466	18,424,014	434,489,452
FY2011-FY2012	240,433,308	-	240,433,308
TOTAL	\$ 1,790,784,703	\$ 25,867,550	\$ 1,764,917,153



SCHOOL FACILITIES COMMISSION

Current Period: Apr. 1 - Apr. 30, 2010
 Commission Meeting: May, 2010
 REPORT: July 2002 through "Current Period"

OPERATIONS APPROPRIATIONS SUMMARY REPORT

	(A)	(B)	(C)	(D)	(E)	(F)
APPROPRIATIONS	REVERSIONS	NET APPROPRIATIONS	EXPENDITURES CURRENT PERIOD	EXPENDITURES/ ENCUMBRANCES TO DATE (including current)		BALANCE
		(C=A-B)		(E=D+E)	(F=C-E)	
FY2003-FY2004	\$ 4,235,799	\$ -	\$ 4,235,799	\$ -	\$ 4,143,601	\$ 92,198
FY2005-FY2006	5,588,272	-	5,588,272	-	4,570,693	1,017,579
FY2007-FY2008	7,352,199	-	7,352,199	4,583	6,178,461	1,173,738
FY2009-FY2010	8,269,473	403,974	7,865,499	270,758	6,376,977	1,488,522
FY2011-FY2012	6,271,601	-	6,271,601	-	-	6,271,601
	\$ 31,717,344	\$ 403,974	\$ 31,313,370	\$ 275,341	\$ 21,269,732	\$ 10,043,638

MAJOR MAINTENANCE APPROPRIATIONS SUMMARY REPORT

	(A)	(B)	(C)	(D)	(E)	(F)
APPROPRIATIONS	REVERSIONS	NET APPROPRIATIONS	AMOUNT DISTRIBUTED TO DISTRICTS	DISTRICT EXPENDITURES	DISTRICT BALANCE NOT EXPENDED	
		(C=A-B)				(F=D-E)
FY2003-FY2004	\$ 56,873,328	\$ 2,186,369	\$ 54,686,960	\$ 54,686,960	\$ 45,100,899	
FY2005-FY2006	71,800,000	4,019,596	67,780,404	67,780,404	60,693,685	
FY2007-FY2008	76,607,967	-	76,607,967	76,607,967	57,479,219	
FY2009-FY2010 (FY10 exp. not reported)	84,243,184	0	84,243,184	84,243,184	47,930,851	
FY2011-FY2012	82,000,000	-	82,000,000	-	-	
	\$ 371,524,479	\$ 6,205,965	\$ 365,318,514	\$ 283,318,514	\$ 211,204,654	\$ 72,113,861

CAPITAL CONSTRUCTION APPROPRIATIONS SUMMARY REPORT

	(A)	(B)	(C)	(D)	(E)	(F)
APPROPRIATIONS	REVERSIONS	NET APPROPRIATIONS	EXPENDITURES CURRENT PERIOD	EXPENDITURES TO DATE (including current period)		BALANCE NOT EXPENDED
		(C=A-B)		(E=D+E)	(F=C-E)	
FY2003-FY2004	\$ 123,258,046	\$ 341,426	\$ 122,916,620	\$ -	\$ 122,100,636	\$ 815,984
FY2005-FY2006	299,572,162	896,146	298,676,016	-	298,676,016	0
FY2007-FY2008	452,150,156	-	452,150,156	541,816	440,152,770	11,997,386
FY2009-FY2010	360,400,899	18,020,040	342,380,769	9,969,832	163,380,124	179,000,645
FY2011-FY2012	152,161,707	-	152,161,707	84,086	84,086	152,077,621
	\$ 1,387,542,880	\$ 19,257,612	\$ 1,368,285,268	\$ 10,595,734	\$ 1,024,393,633	\$ 343,891,635

SCHOOL FACILITIES COMMISSION

Current Period: Apr. 1 - Apr. 30, 2010
 Commission Meeting: May, 2010
 Report: July 2002 through "Current Period"

CAPITAL CONSTRUCTION APPROPRIATIONS SUMMARY REPORT

	(A)	(B)	(C) NET APPROPRIATIONS (C=A-B)	(D) EXPENDITURES CURRENT PERIOD	(E) EXPENDITURES TO DATE (including current period) (E=D+E)	(F) BALANCE NOT EXPENDED (F=C-E)
FY2003-FY2004	\$ 123,258,046	\$ 341,426	\$ 122,916,620	\$ -	\$ 122,100,636	\$ 815,984
FY2005-FY2006	299,572,162	896,146	298,676,016	-	298,676,016	0
FY2007-FY2008	452,150,156	-	452,150,156	541,816	440,152,770	11,997,386
FY2009-FY2010	360,240,809	18,020,040	342,380,769	9,969,832	163,380,124	179,000,645
FY2011-FY2012	152,161,707	-	152,161,707	84,086	84,086	152,077,621
	\$ 1,387,542,880	\$ 19,257,612	\$ 1,368,285,268	\$ 10,595,734	\$ 1,024,393,633	\$ 343,891,635

CAPITAL CONSTRUCTION TRANSACTIONS SUMMARY REPORT

	(A)	(B)	(C) NET APPROPRIATIONS IN/OUT CURRENT PERIOD	(D) EXPENDITURES FOR CURRENT PERIOD	(E) EXPENDITURES TO DATE (including current period) (E=D+E)	(F) BALANCE NOT EXPENDED (F=C-E)
NET APPROPRIATIONS PRIOR PERIOD ENDING BALANCE						
	(C=A-B)					
Awarded Contracts Cap Con	\$ 1,148,109,765	\$ (332,920)	\$ 1,147,776,845	\$ 10,418,501	\$ 1,017,967,178	\$ 129,809,667
Budgeted Cap Con	197,211,962	640,536	197,852,498			197,852,498
Unobligated Cap Con	2,213,541	(307,616)	1,905,925			1,905,925
Awarded Off-site Infrastructure Contracts	7,894,216	-	7,894,216	177,234	5,307,389	2,586,827
Budgeted Off-site Infrastructure	809,439	310,041	1,119,480			1,119,480
Unobligated Off-Site Infrastructure	1,046,345	(310,041)	736,304			736,304
Awarded SFC Contingency	5,369,511	-	5,369,511	-	1,119,065	4,250,446
Budgeted Contingency	3,611,755	-	3,611,755			3,611,755
Unobligated SFC Contingency	2,018,734	-	2,018,734			2,018,734
	\$ 1,368,285,268	\$ -	\$ 1,368,285,268	\$ 10,595,734	\$ 1,024,393,633	\$ 343,891,635

Note: Current Period Transactions assume Commission approval

SCHOOL FACILITIES COMMISSION
TRANSFER IN/(OUT) CURRENT PERIOD DETAIL - AWARDED CONTRACTS CAP CON
CURRENT PERIOD: APRIL 1 - APRIL 30, 2010

DISTRICT NAME	SCHOOL NAME	PROJECT DESCRIPTION	CONTRACT NUMBER	TRANSFER IN/(OUT) CURRENT PERIOD
Fremont 25	Jackson ES	Site work	10FR253C	\$ 26,200.00
Goshen 1	Southeast Modular	Set up costs for modular unit	9GOS105M	\$ 32,233.00
Big Horn 3	Greybull Elementary	Additional construction funding	5BGC3010	\$ 32,243.21
Laramie 1	Grims ES	Design for replacement of existing Grims ES- Reference old Wolfs #91.ARIID	10LARIID	\$ 43,530.00
Uinta 4	Mountain View MS	Lease payment for modular classroom	10UIN45M	\$ 52,000.00
Converse 1	Douglas Primary	Purchase & set up of 2 modular units - Reference old Wolfs #9CON101D	10CON11D	\$ 39,531.00
Natrona 1	Southridge ES	Design for new ES	9NAT112D	\$ 890,230.00
Big Horn 2	Lovell HS	HVAC	10BHG22C	\$ 1,048,452.00
Sheridan 1	Big Horn Jr/Sr	Construction of new 6-12 MS/HS	9SHJHE102C	\$ 5,096,877.00
Carbon 1	New K-5 ES	Off-site infrastructure costs - Re-capture agreement in place. Approved by SFC 2-18-09.	10CAR14U	(596,582.19)
Laramie 1	South High School	Off-site Infrastructure funds for South HS construction	10LARI11U	(1,667,863.00)
Natrona 1	New High School	Off-site Infrastructure 1. Recapture will occur on a square footage basis as lots are sold or conveyed in the development 2. interest will accrue on the amount of off-site funding provided by the SFC at the rate of 4% 3. the term of recapture is 10 yrs.	10NAT116U	(40,436.37)
Sweetwater 1	New 5-6 ES on BLM Site	Off-site infrastructure for new Rock Springs 5-6 ES on BLM site.	10SWE12U	(480,364.00)
Big Horn 3	Greybull 1ES	Off-site infrastructure costs for Greybull ES.	7BGC304U	(67,553.00)
Laramie 1	South High School	Off-site infrastructure funds for South HS construction	7LARI101U	(37,000.00)
Carbon 1	New K-5 ES	Off-site infrastructure costs - Re-capture agreement in place. Approved by SFC 2-18-09.	9CAR105U	(391,937.81)
Laramie 1	Saddle Ridge ES	Off-site infrastructure	9LAR105U	(45,526.00)
Laramie 1	Triumph HS	any recapture under municipal code.	9LAR106U	(142,819.00)
Natrona 1	Summit ES (formerly Eastside ES)	Off-site Infrastructure off-site for development for a secondary school site in the western part of Casper and execute a recapture agreement.	9NAT114U	(873,110.00)
Natrona 1	New High School	Off-site Infrastructure 1. Recapture will occur on a square footage basis as lots are sold or conveyed in the development 2. interest will accrue on the amount of off-site funding provided by the SFC at the rate of 4% 3. the term of recapture is 10 yrs.	9NAT115U	(2,933,021.63)
Park 6	Sunset ES	Off-site Infrastructure funds	9PAR02U	\$ 97,600.00
Sheridan 2	Woodland Park ES	Off-site infrastructure funding for required turning lanes and road access to school.	9SHF201U	(250,000.00)
Sweetwater 1	New Sage ES K-4	Off-site infrastructure funding. (on BLM site).	9SWE102U	(270,403.00)
		Total Transfers		\$ (332,919.79)

The Wyoming School Facilities Commission (SFC) is composed of a seven member **Commission** and a staff of 18 arranged by function with a **Director**, three **Deputy Directors**, six office staff housed in Cheyenne, and a field staff of eight. All members of the **Administration and Finance Group** are housed in the Cheyenne office. The field staff is located in Cheyenne (3), Casper (3), Riverton (1), and Evanston (1). The members of the field staff belong to either the **Planning Group** or the Design/Construction Group. There is one vacancy in the Planning unit and one vacancy in the Administration and Finance Unit; both vacancies are ~~as of~~ a result of the cap on personnel. The statutory responsibilities of the School Facility Commission are in Title 21 Chapter 15 and §28-11-301 and some responsibilities to coordinate with local school districts are identified in Title 21 Chapter 3.

The Commission, in accordance with HEA 46 Section 341(b)(i) serves in an advisory capacity to the governor and operates using statutes and rules. The governor appoints one of the commissioners to be the chairman of the commission. In general, the commission schedules meetings approximately ten times distributed throughout the year. Matters brought to or appearing before the commission are: financial information, matters requiring commission action as directed by statute and rule, various reports related to operation and the business of the SFC. Their purpose is to provide direction to the director and staff and hear public comment. The governor appoints four members to the commission and the state superintendent of public instruction appoints three. Commissioners are appointed to four-year terms beginning March 1. Commissioners receive \$125.00 per day as salary and are reimbursed for travel and other expenses incurred in performance of their official duties.

The responsibilities of the SFC fall into three major categories:

The first is the Development of the Needs Index

1. Assessments—see Chapter 8 of the Commission Rules
 - ❖ Condition of each Facility—This score is a reflection of a school building's Backlog of Maintenance And Repair (BMAR), using an assessment tool developed in collaboration with Facility Engineering Associates (FEA) of Virginia.
 - ❖ Capacity Score of each Facility—This score reflects a school building's comparative student capacity based on classroom count and load factor of students per room among all schools at all K-12 levels in the State of Wyoming. Schools built with funding by SFC, however, receive a score based on their design capacity using SFC design guidelines.
 - ❖ Education Functionality of each Facility—This score reflects the complexity and extent of remediation to mitigate deficiencies, as measured against a set of characteristics, in a facility for support and delivery of the educational programs. The characteristics, process, and tool for Functionality assessment were developed in-house in collaboration with Wyoming's school districts and include: site, technology and communications, administrative and student support spaces, dining and food service, student spaces, exterior learning spaces, custodial maintenance spaces, and safety.

2. Needs Index Process—see Chapter 8 of the Commission Rules—The Needs Index (NI) provides a weighting to and combines an educational building's scores of Condition (50%), Capacity (35%), and Functionality (15%). The purpose of the NI list is to prioritize school buildings across the State for further analysis and possible funding.

The second set of tasks involves the development of the Facility Plans, including Major Maintenance, in coordination with each district. This process is described in Chapter 4 of the Rules of the Commission.

The third set of tasks involves preparing budget information and the administration of funds once funds are appropriated.

The Director is responsible for the overall management, finance, and operation of the agency. He/She reports to the Governor, and serves at his or her pleasure, as well as working with the Commissioners, school Districts, and reporting to, and interacting with, the Legislature. The Director provides oversight on policy and Rule making processes, budget development, and major decisions with material financial impact to the Agency or to the Districts. He/She is involved with requests for exceptions, and resolution of conflict with and among the various stakeholders.

The Director has organized the staff into three functionally named units within the SFC, each lead by a Deputy Director:

- Administration and Finance
- Planning
- Design and Construction.

The key responsibilities of each unit are identified in the following paragraphs.

The Administration and Finance Group.

- ❖ This group is responsible for human resources, including payroll and benefits; budget preparation; annual and special audits; deployment of Major Maintenance funds; payment process of component level and capital construction funds; payment process of other vendors; reconciliation of State WOLFS system with SFC Facilities Management Software; and monthly and annual reports.
 - Human Resources
 - The administration group sends out timesheets and enters payroll
 - The administration group maintains employee files
 - The administration group initiates performance appraisals
 - The administration group reports Worker's Comp.
 - The administration group drafts consulting contracts

- The administration group provides staff Development
- Budget Preparation
 - The biennial budget process begins during the summer months prior to a budget session of the Legislature and the finance group participates in that process.
 - The finance group participates in the development of district facility plans and the associated remedies to projects.
 - The cost data and pertinent info is collected and compiled into the budget by the finance group.
- Annual and Special Audits
 - Per W.S. 9-1-507 (a) (i)
 - The finance group provides information as requested by the Department of Audit for each annual audit conducted.
- Deployment of Major Maintenance Funds
 - Per W.S. 21-15-109 the finance group calculates the formula for funding and distribute to each district annually in July.
 - Districts submit expenditures report to the finance group for annual Audits.
- Payment Process of component level and capital construction funds
 - Payment requests are submitted to the School District by their General Contractor
 - School District verifies information and prepares SFC Form 602
 - SFC Construction Manager verifies and approves Form 602
 - Director or designee approves
 - Payment is processed by the finance group
- Payment process of other vendors
 - The finance group will receive an invoice from the vendor
 - SFC verifies receipt of services or goods
 - Payment is processed by our office
- Reconciliation of State WOLFS system with SFC Facilities Management Software
 - This process occurs following the end of each month by the finance group
- Monthly and Annual Reports
 - Enrolled Act No. 46, Sect. 333, (h)
 - The finance group will report monthly to the Select School Facilities Committee in a matrix format depicting all capital construction projects and component level projects.
 - Enrolled Act No. 46, Sect. 338
 - The finance group will submit a report to the department of administration and information by December 1, 2010, to fulfill the responsibilities of this bill.
 - Enrolled Act No. 46, Sect. 339
 - The finance group will submit a report to the department of administration and information by December 31, 2010, to fulfill the responsibilities of this bill.

The Planning Group.

This group is responsible for the initial phases of facility planning and liaison with districts. Major functions include the following:

- ❖ **Determine Need, and if needed the Appropriate Solution and Scope of Project**
 - **Process Overview**
 - Three Phases
 - Current status, conditions, and related data
 - Identification of potential options
 - Remedy
 - This work will support a “do nothing now” vs. renovation vs. replacement vs. new additional facility decision and will utilize all available facility information including the SFC FCA, Functionality, and Capacity Assessments and knowledge of the facility available from SFC and district resources.
 - Will also include any special studies or data as needed
 - Comprehensive capacity analysis
 - Structural evaluations
 - Land acquisition assessments, etc.
 - **Evaluate Guidelines, Existing Footprint & Enrollment Data**
 - Update Cohort Projection for enrollments based on October enrollment data from WDE
 - Review other data pertaining to enrollment projections
 - Assess district-wide footprint versus allocation
 - **Determine Remedy**
 - Provide justification that the selected remedy complies with Section 6(c)(ii), Choice of Remedy: "In choosing the appropriate remedy, the Commission shall consider renovation, replacement or discontinuation of facilities in a manner which ensures adequate, efficient, and cost-effective school buildings and facilities in accordance with W.S. §21-15-114(a)(vii)," and Section 6(c)(iii) "Care should be exercised to determine on a case-by-case basis that every remedy funded by the Commission is providing appropriate space for the applicable educational program."
 - Details should include
 - Footprint recommendation
 - Number of students served
 - Grade configuration
 - Enhancements
 - Requirement for land acquisition
 - Projected Budget (Consultation with Design and Construction Group)
 - Review information with SFC Senior Management to decide recommended remedy
- ❖ **Determine Construction Delivery Method.** Complete Method Matrix and Worksheet with members of SFC Design and Construction Group and District
- ❖ **Determine Need for Charrette or Visioning Workshop** with the objective of matching the scope of the project with the needs of the District
 - Smaller scope projects, such as renovations and small additions, may be addressed by team consisting of members of the SFC and District

- For larger scope projects, such as major renovations and new facilities, the team may consist of SFC, District, other identified stakeholders, and be facilitated by an Educational Consultant with appropriate experience
- Project scope and vision may require the support of Architects or Consultants experienced in conducting Charrette activities
- ❖ **Select Necessary Professionals for Vision, Charrette, A/E, & Construction Delivery.** The selection and execution of professionals to support the charrette process, A/E selection, and construction contractor selection (consistent with the Delivery Method) will be performed in consultation with the SFC Contract Manager, and Planning and Design Groups. There are specified processes for each selection and specific executable documents
- ❖ **Conduct Workshop**
 - This is frequently referred to as the “charrette.”
 - The purpose of this process is to engage stakeholders in evolving concepts of current and expectations of educational delivery in the future into functional relationships within the anticipated facility
 - Depending on the expertise and experience within this group, the SFC will support contracting with expertise as necessary (Ed Consultants, AE) for success
 - The deliverable from this process and Statement of Work/Remedy will be used by the District to prepare the Educational Specification
- ❖ **Prepare Educational Specification**
 - This document, which is the responsibility of the district to prepare with the assistance of the Planning Group, is used by the architect/design team to design the facility.
 - It is developed using the Guidelines as adopted by the Commission.
 - Contains descriptions of educational and support spaces with their specific characteristics.
 - Sizing
 - Floor coverings
 - Wall coverings
 - Lighting/power requirements
 - Windows
 - HVAC requirements
 - Millwork
 - Communications/Security
 - Technology
 - Relationships to other spaces in the facility
 - Site requirements
 - Orientation
 - Parking
 - Lighting
 - Green space
 - Playfields/Playgrounds
 - Bus/Parent Drop off
 - Security
 - Drainage

The Design and Construction Groups.

This unit becomes responsible for projects from the 10% review of design through the closeout of the project. This unit is also responsible for Major Maintenance approval of requests in accordance with the Facility Plan. However, the Administration and Finance Group are responsible for the reporting and funding functions of Major Maintenance.

Design Group

- ❖ **Review Results of Charette & Visioning Workshop**
 - Review with all stakeholders, the work of the Planning Group
 - Develop outline and time parameters for project
 - Measure concept against Ed Spec and suitability for delivery of education
- ❖ **Review Project Parameters: Size, Schedule, Design Guidelines, Budget**
 - Review project parameters:
 - Area in square feet per Planning Group & SFC guidelines
 - Architect & Engineer professional pursuant to Planning Group
 - Design Guidelines from Planning Group
 - Budget from Administration, need or necessity
 - Review property acquisition:
 - Zoning
 - Utilities
 - Surface transportation access
 - Schedule with A & E preliminary schematic review for compliance with above elements
 - Upon satisfactory completion, direct A & E to proceed to 10 % design documents
- ❖ **Facilitate 10% VE Review for Schematic Design**
 - Facilitate & participate in 10% V. E. for Schematic design review for:
 - Building
 - Site
 - Check for compliance with all Commission requirements for 10% V.E. level including selection of the HVAC system
 - Review the 10% V. E. remarks from the V.E. team, forward to Owner & Arch. for comment
 - Review w/ V.E team, response from the Owner & Arch.
 - Submit corrected 10% documents to V.E.
 - Authorize Arch design team to proceed to 35% documents, including interim reviews
- ❖ **Facilitate 35% VE Review for Design Development**
 - Facilitate & attend 35% V.E. session, review all previous:
 - Correspondence
 - V. E. requirements
 - Submit V. E. comments to Owner & Arch. Design team
 - Submit revised 35% documents to V.E. team
 - Upon **approval, authorize Design team to proceed to 95% w/ interim review**
- ❖ **Facilitate 95% VE Review on Construction Documents**
 - Facilitate 95% V.E. review on Construction documents
 - Review V.E. comments & distribute to Owner & Architect team
 - Receive corrected 95% documents

- Review submittals to Authority having Jurisdiction
- Review Planning Group Documents and Construction documents for compliance & authenticity
- ❖ **GMP/Final Budget Review**
 - With V.E. permission, Review 100% construction documents
 - Obtain final cost via GMP bid / Contract
 - Revise (if necessary) Construction documents to meet & adhere to cost parameters
 - Obtain & review all physical documents for General Contractor & sub-contractors:
 - Performance Bonds
 - Insurance Certificates
- ❖ **Revision of Contracts and Funding Documents**
 - Submit complete final documents for necessary:
 - Contract modifications
 - Funding modifications
- ❖ **Review and put-in-place all necessary legal documents for construction**
- ❖ **Conduct Planning session with Construction Group for formal hand-off**

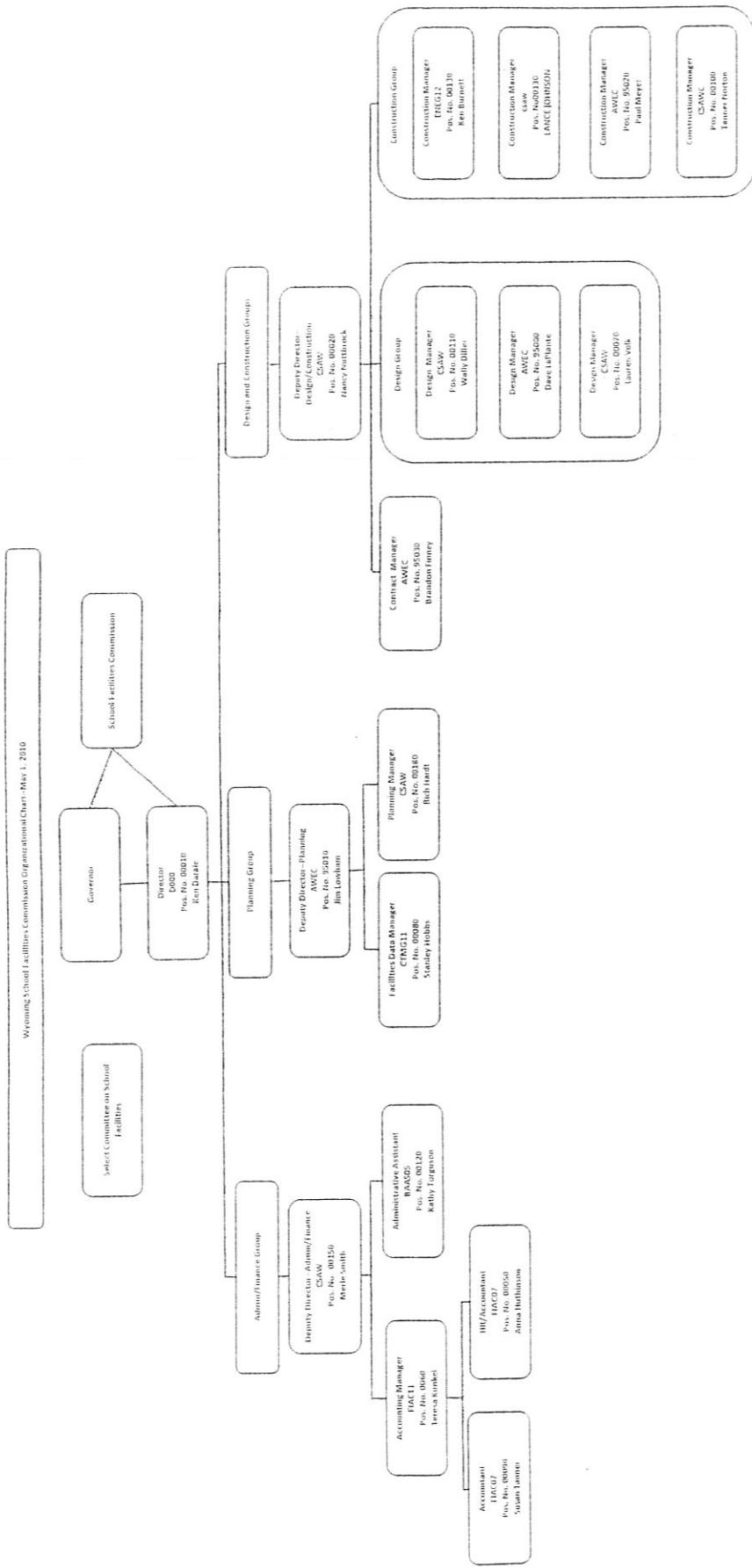
Construction Group

- ❖ **Review Construction Documents & Funding**
 - Participate in selection of design team as well as procurement process
 - Identify key programming requirements
 - Align with agency and owner programming while maintaining budget and schedule
 - Division Funding breakouts as to allowances as well as contingencies
 - Review and comment on design from 35% through completion of construction drawings
 - Final construction documents to be released by notice to proceed
 - Identify School district enhancements to be included into design and construction
- ❖ **School district representation and interest is key in collaboration as construction evolves**
- ❖ **Pre-Construction Meeting/Kick Off**
 - Coordinate with General Contractor, SFC and District designee concerning bonds and insurance responsibilities
 - Organize and schedule construction progress meetings with the District, SFC, Contractor and Architect
 - Identify key requirements including:
 - pay application schedule
 - work hours
 - budget
 - quality requirements
 - submittal and transmittal process
 - coordination of occupancies in facility
 - hot works policies
 - safety, etc
 - Coordinate designated SFC forms to be used in pay applications
 - Site specific District concerns to be reviewed and scheduled with GC. These items range from student schedule, programming, roads and staging of materials on site

- Clarification of Statutory requirements in procurement practices. Example; requirements should be reviewed with District and Contractor prior to bidding to assure and competitive practices
- Review bid packages to evaluate contiguous work schedule
- Review Division Funding breakouts for allowances as well as contingencies
- ❖ **Review Critical Project Parameters**
 - Through the design process identified criteria is established that if conditions change the design may need to be changed. An example; the local having jurisdiction may change during construction which may incur change in construction
 - Impact on access roads per occupancy number in building
 - Enrollment programming requirements may vary enough to add rooms while in construction
 - Non-performing contractor reviews and discussions may incur changes
- ❖ **Monthly Pay Applications & OAC Meetings**
 - The district shall submit pay applications with the SFC 602 cover sheet.
 - Included with the pay application, AIA G702 shall include project invoices, all back up documents with Architect of record signature for approval.
 - Each pay application must contain a schedule of values, copy of subcontractors application of payment, release of lien if applicable, copy of invoices for materials received on site.
 - Percent completed report vs. payout percent.
 - Validate invoice claims, verify with architect that the correct materials are on hand and being installed per standards and specifications.
 - Authorize or reject Change Orders based on detailed analysis of need and cost responsibility.
 - Review and resolve any contractual issues that may arise with the Architect/ General Contractor and Sub-contractors.
 - Review overall Schedule of work.
 - OAC (Owner, Architect Coordination) meeting.
 - Typical OAC meeting will cover safety issues, Old business, New Business, Agenda of urgent topics to be resolved, RFI (Request For Information) list review pertaining to critical path times.
 - PR's (Proposal Request) from the contractor as to cost to perform a change in the construction documents.
 - Review submittal log, discuss items as to Districts usability and expectations of the engineer architect for that particular item.
 - Review budgetary changes incurred, typically listed as a Contingency log.
 - Schedule review with District pending project coordination if building is occupied.
 - Review daily logs and progress reports.
- ❖ **Review of CO's & RFI's, ASI's, RFP's, CCD's, Paperwork**
 - CO's (Change Order) issued by AIA document identified as a value added, owner option or simply missed in design and bidding. Changes in the contract will be submitted as addendum or in the case of change in construction this would be reflected in the red line set of (As built) documents.
 - RFI's (Request For Information) typically issued by the Contractor to clarify constructability vs. specification. Reply can be time sensitive for field applications.

- ASI's (Architectural Supplemental Instruction) Architects are occasionally asked to produce and release additional drawings to be used in construction. Also include as an addendum
- RFP's (Request For Proposal) typically the architect or engineer will draw a solution and get a price from the general or sub-contractor and compare pricing to engineers estimate, these are then promoted to a Change Order
- CCD's (Construction Change Directive) Typically used in the CMAR application. A CCD is listed as a "no cost adjustment" to the GMP but does pull from the allocated contingency.
- ❖ **Substantial Completion, Punch List, Occupancy**
 - SFC 604 form. This collection of records check list helps assure quality as well and compliance to local Authority Having Jurisdiction requirements.
 - Punch list of items at the time of final inspection have been resolved and re-inspected by the Architect of record or local AHJ.
 - Ensures when the building is brought on line that the finished product meet all contractual documents, ie; mechanical, electrical plumbing, and/or commissioning report.
 - Transfer of insurance can take place from Contractor to Owner.
 - Record as-built drawings are submitted to the Owner.
 - Training of applicable staff on all systems for operations and maintenance shall be provided. Training should include preventative maintenance schedules and product warranty information provided by vendors and installers.
 - Certificate of Occupancy is issued to District.
 - Architect of record advises District to start 41 day advertising release of lien period.
 - Architect of record to authorize final payment.
- ❖ **Warranty Issues**
 - Contractors and Architect are required to make an 11-month walkthrough with District. Typically the owner will generate a list of questions and concerns relative to any new building issues.
 - District's preventative maintenance program is partly determined through product warranties supplied by vendors and installers.
 - Copies of warranties to be kept on-site in an accessible area.
- ❖ **After Action Review**
 - After Action Review (AAR) is a structured process whereby the participants of an event, incident or operation, examine in a non-incriminating manner, and with the objective of a organizational learning, how the event or operation was managed, extract learning points and propose improvements through a constructive and participative group dialogue.
 - CMAR and A/E Evaluations for the record.

Wyoming School Facilities Commission
Agency Organizational Structure

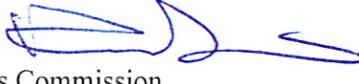


Wyoming School Facilities Commission
Public Hearing in Big Horn, Wyoming
Report to the Select Committee

The following report is submitted in compliance with the requirement in HEA 45, Section 333,
Subsection (j).

Date: May 12, 2010

To: The Honorable Dave Freudenthal, Governor of the State of Wyoming
Select Committee on School Facilities of the Legislature of the State of Wyoming
Joint Appropriations Committee of the Legislature of the State of Wyoming

From: Ken Daraie, Director 
Wyoming School Facilities Commission

Subject: Report #706 – 2010 Session Laws, Chapter 39 (2010 HB001), Section 333 (j) regarding the maintenance and construction of schools in Big Horn, WY.

The district and the SFC staff have coordinated a plan to address maintenance and construction options for the Sheridan County School District #1 facility located in Big Horn, WY. Options were identified and one was selected in consultation with the remedy Construction Manager, Groathouse Construction. The identified conceptual plan is included as Attachment 6. The district, the SFC and the Construction Manager understood that the funding for this work consisted of \$3,611,755.00 appropriated in HEA 46, Subsection 333 (k) and unexpended and unencumbered allocated amounts for this remedy following completion of prior phases, estimated at \$5,128,932.00 on February 22, 2010. It was understood that these funds were to be used to complete all phases of the remedy. It was further understood that the district would fund any enhancement to the remedy. On April 20, 2010, the district provided a letter stating their understanding of these parameters to the Commission (Attachment 7).

The district and the SFC planned and conducted a public hearing in Big Horn, WY high school beginning at 7 p.m. on April 27, 2010 to gather public comment and fulfill the requirements of Subsection 333 (j). The meeting time, location, and purpose were published in the newspaper (Attachment 1), distributed to the students in the school to take home for their parents (Attachment 2) and given to Sheridan Media News, the operator of several radio stations in Sheridan. The agenda for the meeting is included as Attachment 3.

At the meeting, the SFC was represented by Commissioners and staff. The district was represented by Trustees and staff. Senator Bruce Burns, Representative Rosie Berger and Representative John Patton attended the meeting.

The plan and design were presented and public comment and questions were sought and addressed. In general, the plan is to complete the long-range facility plan as previously adopted by the district with an adjustment for the decrease in student enrollment. The adjusted facility plan was approved by the commission. The facility to be constructed will provide adequate and appropriate space for the current and projected enrollment and is designed to accommodate an area for a future addition to the elementary school, when the enrollment increases. The plan will be completed within the budget.

Attachments:

1. Information sent to the Sheridan Press.
2. Information sent parents of students of the schools in Big Horn, Wyoming and to the local radio station
3. Agenda
4. Sign in sheets used at the meeting
5. Minutes of the meeting
6. Schematic drawings of the campus and school
7. Letter from the Sheridan School District #1 to the Wyoming School Facilities Commission

Sheridan Area Happenings

Smoking cause of house fire

The cause of the fire at 910 W. Loucks St. Wednesday evening was determined to have been caused by smoking while using concentrated oxygen, according to a press release from Sheridan Fire Rescue.

The cigarette flared when exposed to the concentrated oxygen, igniting a fire in the bedroom of the home owned by Bruce and Marie Browne, the release stated.

Fire damaged the bedroom furniture and west wall of the home. Significant smoke and heat damage was suffered throughout the home as well. More extensive damage was averted due to the quick response of Sheridan Fire Rescue, the release stated.

This is the second recent fire in the city of Sheridan caused by the use of concentrated oxygen while smoking. On Nov. 1, 2009, use of concentra-

ted oxygen while smoking ignited a fire in the 1700 block of Bender Lane. A single wide trailer home was destroyed in that fire.

According to Sheridan Fire-Rescue, the use and presence of concentrated oxygen in the home greatly increases the rate of burning of both smoldering and flaming materials. Oxygen can also cause oils and other petroleum products to violently combust in certain conditions.

Sheridan Fire-Rescue recommended that all safety precautions provided by concentrated medical oxygen distributors be followed when using oxygen in the home and vehicles.

Big Horn campus to be reviewed

The Big Horn Mountain Eagles 4169 will have a dinner 5-7 p.m. today at 1760 Commercial Lane. Dinner is sloppy Joes, potato salad, cole slaw and chips for \$6 a plate. There will be a pie auction at 6 p.m.

Proceeds from the event benefit local and state charities supported by the club.

For more information, call 674-

Highland Students Visit Recycling Center



The Sheridan Press/Blaire McCarthy
Highland Park kindergarten students Mason Disco (left) and Kallie Green check out a large cube of crushed cans after they were compacted by a large machine Thursday afternoon at the City of Sheridan Recycling Center in Sheridan. The students took a tour of the recycling facility to help celebrate the 40th anniversary of Earth Day.

Around Wyoming

Carbon County gets \$250,000 for fire truck

RAWLINS (AP) — Carbon County is getting a \$250,000 grant to buy a foam carrying fire truck that will help firefighters save buildings in areas left susceptible to devastating wildfires by beetle kill.

Courtesy, officials estimate there are

OVER 30 NEW TACOMAS

THE BOSS

IN STOCK TO CHOOSE FROM!



BIG HORN SCHOOL
Sheridan County District One
P.O. Box 490
Big Horn, Wyoming 82833

High School – Middle School
(307) 674-8190
FAX (307) 672-5306

Elementary School
(307) 672-3497
FAX (307) 672-5396

You are invited!

“The Wyoming School Facilities Commission and Sheridan County School District #1 Board of Trustees invite Big Horn patrons to a meeting to review the plans for completing the Big Horn Campus. The meetings will be held in the BHHS gym beginning at 7:00 P.M. on Tuesday, April 27th. Sheridan County School District #1 staff will be on hand to present the latest design plans and the tentative timeline. Parents, staff, and the community are invited to attend this session.

Prior to the School Facility Commission meeting, the Big Horn Safe Routes to School Team will be sharing plans for extending sidewalks along Wyoming Highway 335 and adding crosswalks in two locations near the school. The Team welcomes any other ideas to make Big Horn safer and more welcoming for pedestrian and bicycle traffic.”

The State of Wyoming provides Hathaway Merit and Need Scholarships to Wyoming students attending the University of Wyoming and Wyoming community colleges. Every Wyoming student who meets the merit requirements can earn a Hathaway Merit Scholarship. Contact your school counselor for more information.

School Facilities Commission Public Hearing

Tuesday, April 27, 2010

7:00 P.M. Big Horn High School Gym

Agenda

- | | |
|---------------------------------|---|
| 1. Welcome and Introductions | <i>Sue Belish, Superintendent</i> |
| 2. SCSD #1 Board of Trustees | <i>Suzie Dow, Board Chairman</i> |
| 3. School Facilities Commission | <i>Jeff Carrier, Commission Chairman</i> |
| 4. Review of Project | <i>Sue Belish</i> |
| 5. Design Plans | <i>Matt Tomkins, Jenna Brown,
Malone, Belton, & Able Architects</i> |
| 6. Public Comments | <i>Anyone</i> |
| 7. Closing Statements | <i>Sue Belish and Suzie Dow</i> |

Schools Facility Public Hearing
April 27, 2010
Big Horn High School Gym
Big Horn, Wyoming

PLEASE PRINT

1. Rep. Rosie Beyer

2. Sen. Bruce Burns

3. Vicki Kane

4. Mandy Madru

5. Anne M. Enloe

6. Tina Martoglio

7. Dennis Doggs

8. Megan Doggs

9. MARY JO JOHNSON

10. Brett Brinkow

11. Carol Garber

12. Rich Garber

13. Drew Jenny Rodinger

14. Carolyn + Jerry Klegum

15. Amber Weigum

16. Michael Rulman

17. Johann & Susan Niel

18. Jim + Sue Allender

19. Nancy Wilson

20. Stan Woinoski

21. Susan Nicholson

22. Ethan Soklom

23. Lynne Outland

24. Tim Denckert

25. Alan Wallach

26. Francia McChesney

27. Paul Heywet

28. Pam Willis

29. Cordelia Roberts

30. Tracy McClury

31. Georgi Subz

PLEASE PRINT

32. Babs Van Hoosier

33. Jennifer Kadera

34. Thomas Kirven

35. Amy Shorma

36. Melody Susan

37. Cheryl Marsh

38. Karla Warbler

39. Morgan Stalick

40. Janel Ruleaux

41. Laurie Graves

42. Susan Pernell

43. Michael Allen

44. Lynn Cusatis

45. Suzie Dow

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Schools Facility Public Hearing
April 27, 2010
Big Horn High School Gym
Big Horn, Wyoming

PLEASE PRINT

1. Kristi Von Krosigk
2. Suzie Dan
3. Don Carroll
4. Jenna Brown
5. Matt Tompkins
6. Alice Baker
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School Facilities Commission

Big Horn Campus Public Hearing

April 27, 2010 7:00 P.M.
Big Horn High School/Middle School Gym
Big Horn, Wyoming

Public Hearing

Sue Belish, Sheridan County School District #1 Superintendent gave a short introduction, welcoming everyone, thanking them for attending, and for their continued support of the Big Horn Campus project.

Tonight is truly a night of celebration. We have a clear vision for the future of the campus. Big Horn Middle School and High School is nearing completion. Tonight we will show the plans for completing the rest of the Big Horn Campus.

Sue Belish introduced:

Suzie Dow, SCSD #1 Board Chairman

Kristi Von Krosigk, SCSD #1 Trustee

Johann Nield, SCSD #1 Trustee

Representative John Patton

Jeff Carrier, SFC Chairman

Jim Lowham, SFC Staff

Jenna Hosfeld-Brown, Architect

Kodi Macki, Groathouse Construction

Steve Moore, Groathouse Construction

Sean Carroll, SCSD #1 Trustee

Senator Bruce Burns

Representative Rosie Berger

Ralph Goodson, SFC Commissioner

Merle Smith, SFC Staff

Matt Tompkins, Architect

Rich Basom, Groathouse Construction

Suzie Dow, School Board Chairman thanked everyone for coming and thanked Jeremy Smith, Sheridan County School District #1 Business Manager for the tour of the new Big Horn High School prior to the meeting.

Jeff Carrier, SFC Chairman, thanked Sue Belish for providing the meal and Jeremy Smith for the tour. The commissioners are anxious to see this project move toward completion.

Sue Belish stated that one year from this June we are hoping that the new elementary will be built.

The project timeline is as follows:

- June 10 – move into new middle school/high school
- June 14 – asbestos abatement begins
- June – July – August – demolition of current ms/hs.
- September/October through June 2011 – construction of new BHE
- June – August – Site work and demolition of current BHE

The plan that was presented is the original Master Plan except it is construction of a 2 section school as opposed to a 3 section school. The plans, do however, include room for additional classrooms should they become available.

Matt Tompkins and Jenna Hosfeld-Brown, Architects from Malone, Belton & Abel explained details of the Big Horn Campus plans. Everyone was provided copies of these plans.

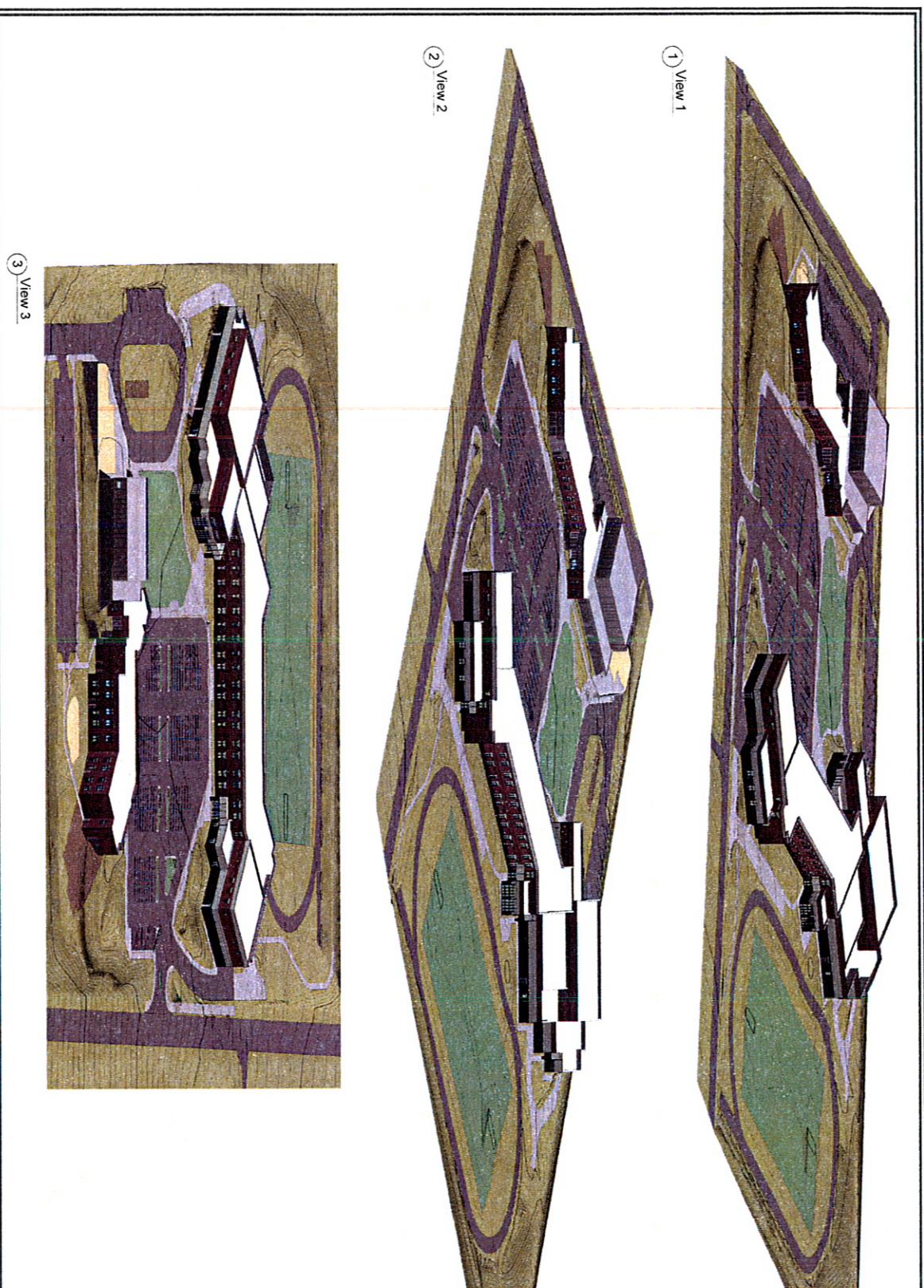
Public Comments:

- Is all of the staff parking located behind the elementary?
De Dee Roberts, Big Horn Elementary, Kindergarten Teacher
 - Where would the busses be housed?
Vicki Kane, Parent
 - What will happen to the mural that is currently in the corridor?
Richie Garber, Parent
 - Will the new school incorporate any green building elements?
Michael Perlman, Sheridan Press Reporter
 - Will the fence that is along the highway stay there?
Vicki Kane, Parent
 - Could we review the population that we will be able to handle?
Rosie Berger, Representative
 - Are there plans for expansion?
Tom Kleprich, Parent
 - Why do we have perpendicular parking?
Stan Woihoski, Community Member
 - Couldn't we use some of the room on the lower level to add more storage?
Vicki Kane, Parent
 - Currently we don't have a parking space problem; we have a flow problem with pick up and drop off. Will this lay out solve that issue?
Tom Kleprich, Parent
 - Is there going to be seating around the football field?
Vicki Kane, Parent
 - What emergency exit plan is in place for this campus and how will all of the vehicles exit in the event of an emergency?
John Patton, Representative
 - Where would we put the buses during an event? (Games etc.)
Janet Ruleaux, Big Horn Elementary Music teacher
-

Sue Belish concluded that these are going to be wonderful facilities, constructed sooner than we had anticipated. We are excited to get the Big Horn campus completed.

Jim Lowham, thanked Sue Belish for all of her hard work. Jeremy Smith and Brent Caldwell have been wonderful to work with. Thanks to the legislators, it was not an easy process. Thanks to the commissioners. We are looking forward to the completion of this facility! It will be a great day!

Suzie Dow: Thank you for coming out tonight. Our campus is going to be beautiful!



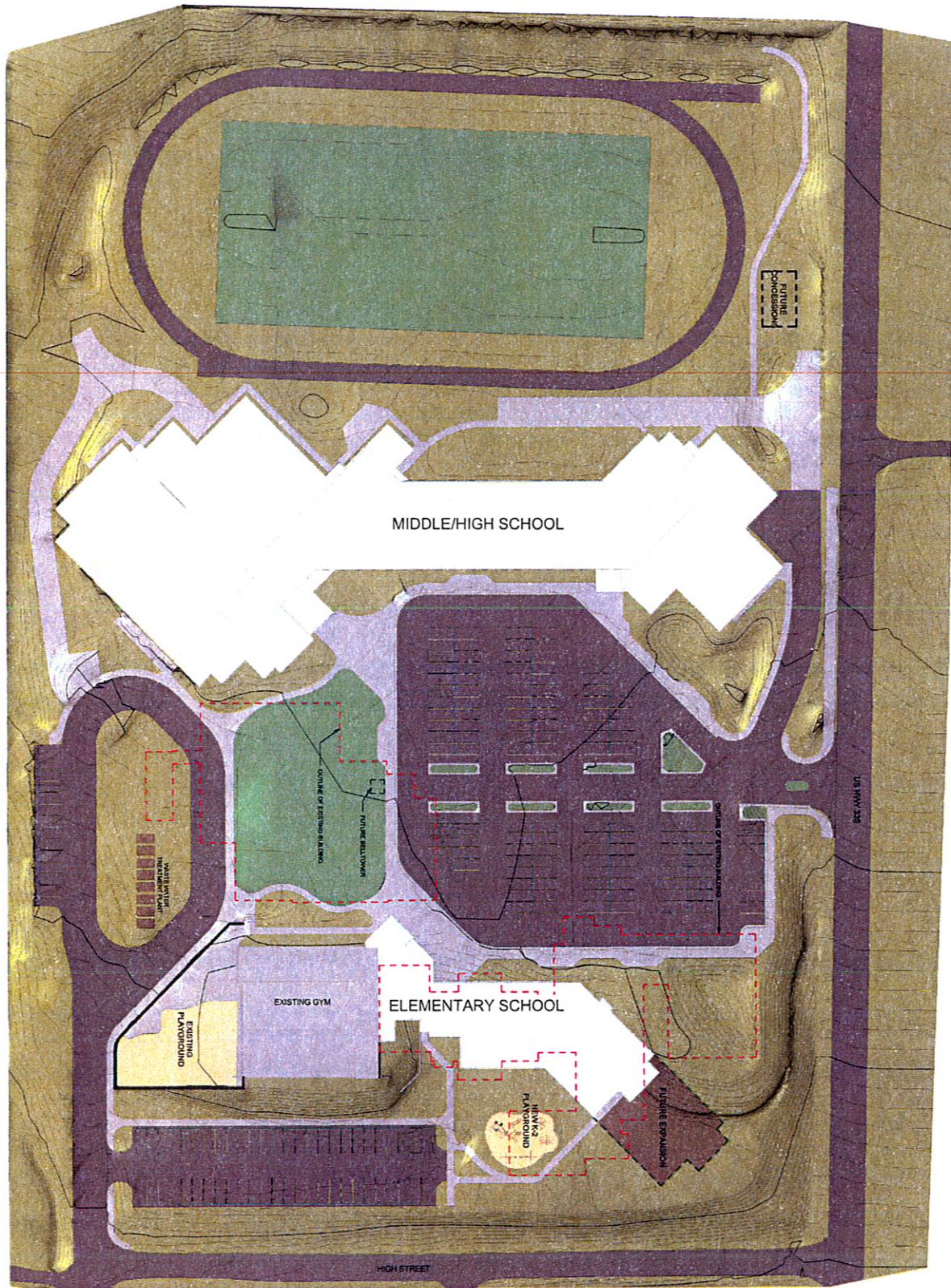
BIG HORN ELEMENTARY SCHOOL SHERIDAN CO. SCHOOL DISTRICT NO. 1		MALONE BELTON ABEL a professional corporation ARCHITECTURE ENGINEERING PLANNING INTERIOR DESIGN 340 west dow street, sheridan, wyoming 82801/(307) 674-4476
Big Horn, WY		4/29/2010 12:02:08 PM
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ATTACHMENT 6 PAGE 1



SITE PLAN

SCALE: 1" = 40'-0"



1.1	4/27/2010	BIG HORN ELEMENTARY SCHOOL SHERIDAN CO. SCHOOL DISTRICT NO. 1				DESIGN BY	MURRAY
						CHECKED BY	MB
						APPROVED BY	TB
						DATE	April 27, 2010

MALONE BELTON ABEL
a professional corporation
ARCHITECTURE ENGINEERING PLANNING INTERIOR DESIGN
340 west dow street, Sheridan, Wyoming 82801, (307) 674-4476



Sheridan County School District No. 1
P.O. Box 819, Ranchester, WY 82839
Phone: 307-655-9541
Fax: 307-655-9477

Success For All Through Learning

April 15, 2010

Wyoming School Facilities Commission
1103 Old Town Lane, Ste 1
Cheyenne, WY 82002

Attn: Ken Daraie, Director

Re: Final remedy and funding for Big Horn School project

Dear Director Daraie:

This letter is to serve as confirmation by Sheridan County School District No. 1 that the final remedy and funding for the Big Horn school project in all its phases is satisfactory to the district in all respects.

Although the campus-wide project is not yet fully finished, all of the pieces are in place for its completion.

Following is a summary of the agreement that has been reached with the School Facilities Commission to complete the remaining project phases, and an acknowledgement by the district that all of these phases will be completed within existing appropriations and allocated funding.

In the 2010 legislative session, the legislature re-appropriated \$3,611,755.00 from existing SFC funds to complete this project. Availability of this funding is subject to completion of a public hearing on the Big Horn project, required reporting to the Select Committee on School Facilities and the Joint Appropriations Committee, as well as approval of the Governor. Once these criteria are satisfied, the re-appropriated funds are to be combined with \$5,128,932.00 from estimated unexpended and unencumbered amounts previously allocated for construction of the Big Horn campus. The exact amount of the unexpended and unencumbered funds will not be known until the current contracts are completed and closed; however it is understood that all of the

unexpended and unencumbered previously allocated funds will be available for the completion of the Big Horn campus. The sum of the previously allocated funds currently estimated at \$5,128,932.00 and \$3,611,755.00 of re-appropriated funds are the totality of the funds available through the School Facilities Commission for completion of this remedy.

Completion of the remedy includes all aspects of all phases of this campus-wide project including, but not necessarily limited to the following:

- Completion of the primary and secondary school facilities in their entirety;
- Acknowledgement by the district (by this letter) that all facilities are adequate and appropriate facilities for the students attending the Sheridan County School District No. 1 schools in Big Horn, Wyoming;
- All necessary site work, including provision of and finishing of all parking areas;
- All permits;
- All work needed to secure any and all certificates of occupancy and fulfill any previously agreed to requirements with other governmental entities;
- All tap fees;
- All architectural and/or engineering services or supervision related to the identified schools;
- Furniture/fixtures and equipment;
- Owner representation;
- Demolition;
- All expenses commonly referred to as owner overhead and soft costs for construction.
- Any leases or rentals connected to the remedy; and,
- Any and all contingencies.

Completion of the remedy, and all of the project phases, shall occur in such a manner that all aspects of design and construction and all of the items noted above shall be completed without additional funds from the Commission, including major maintenance. After completion of the Big Horn campus, major maintenance funds may be used at the site in accordance with the rules and regulations of the School Facilities Commission and any other applicable rules.

At the request of the district, it is further understood that the School Facilities Commission has agreed to provide one additional value engineering review of the design documents by Gordon Longwell, AIA, E.1677 Miles Ave., Ste 100, Hayden Lake, ID 83835. This shall be a review of the design documents and shall occur at a time chosen by the district. Mr. Longwell shall provide written suggestions for consideration by the district. The district is not bound by Mr. Longwell's suggestions. The cost of this value engineering review shall also be paid for within the total funds



identified above. The School Facilities Commission has agreed to provide a project manager at its cost to assist the district in completing the campus and to perform such duties as are consistent with capital construction projects.

The responsibility of fulfilling the requirements identified above and assuring that no additional School Facilities Commission funds are required to do so shall be the responsibility of the district. The risk of any cost overruns, or other costs in excess of those identified above, are the sole responsibility of the district. The district may use any other source of funding beyond the state funding identified above to enhance the remedy, if it so chooses. The district must comply with the statutes, rules and applicable policies related to such enhancements.

Sue Belish
Sue Belish, Superintendent Sheridan County
School District #1

Suzie Dow
Suzie Dow, Chairman, Sheridan County School
District #1 Board of Trustees on behalf of and
with authority of the Board

TENTATIVE MEETING AGENDA

Select School Facilities Committee
Oil & Gas Commission Building
Hearing Room
2211 King Boulevard
Casper, Wyoming
May 18, 2010

8:30 a.m. Call to Order/Opening Remarks/Organization for Interim.
Representative Harshman, Select Committee Chair

School Facilities Commission.

- Methodology for the Release and Deployment of Amounts Appropriated under 2010 Laws, Chapter 39, Section 333. *KEN, BRANDON, NANCY*
- Proposals for Required Select Committee Monthly Reporting Process. *MERLE, STAN, JIM*
- Agency Organizational Structure. *JIM*

Rich Cathcart, A & I Construction Management Office.
Discussion of Agency Organization, Processing of State Building Needs, Reporting to Policy Makers.

Roger Baalman, University of Wyoming.

Discussion of UW Organization, Processing of UW Building Needs, Reporting to Policy Makers.

Future Meetings/Staff Directives.

Adjournment.

Wyoming School Facilities Commission
Audit Action Plan update

Attached is the April 30, 2010 update of the Audit Action Plan. This plan was developed in the fall of 2009 in response to the audit report received in September 2009. Information from the report that is currently being conducted will be included in this action plan when the report is received in August 2010.

School Facilities Commission Audit Action Plan

I. MS Access Project Database is currently the primary source for project information and there is limited visibility to project information. (Audit page 132)

- Accounting Manager actively tracks all projects financials within the database.
- Accounting Manager only individual within the SFC that completely understands and utilizes the database.
- Database limitations make proper tracking of project financials difficult.

A. Adopt formal plan and timeline for implementing AIM (Assetworks). (Deputy of Administration) (SFC Priority – High)

BENCHMARK	SFC STAFF RESPONSIBLE	EXTERNAL RESOURCES NEEDED	PRIORITY	DIFFICULTY	DATE DUE / UPDATE
1. Major Maintenance expenditures processed through AIM (Assetworks). <ul style="list-style-type: none">○ All appropriate personnel will be trained by the Data Manager for the purpose of entering Major Maintenance expenditures into the AIM (Assetworks) database	Data Manager working with School District Personnel.				November 30, 2009. <i>April 30, 2010 Update: Districts are entering major maintenance expenditures into Assetworks, and further training is on-going.</i>
2. All expenditures will be processed electronically through AIM (Assetworks) for all projects. <ul style="list-style-type: none">○ District staff trainings on entering all expenditures (capital construction and major maintenance) into the AIM (Assetworks) database	Data Manager.				January 2010 through July 1, 2010. <i>April 30, 2010 Update: As Districts start new projects, District personnel are being trained to process capital expenditures using Assetworks. The date to transition from the Access database to Assetworks is May 31, 2010.</i>

3. Obtain assistance to create adequate reporting within existing database.	Data Manager/Accounting Manager.	April 30, 2010 Update: The database is being reconciled, and the following reports have been developed: (1) Monthly Financial Report (2) Reallocation Report (3) Appropriations Report (4) Property Report (5) Tracts Report (6) Major Maintenance Report (7) Project Group Report (8) Project Contract Reports (9) Project Contract Change Order Report (10) Budget Change Order Report (11) Cash Disbursements Report	
4. Develop schedule that reconciles biennial appropriations to allocations/expenditures and fully tracks any reallocations.	Deputy of Finance and Accounting Manager.	Completed September, 2009.	
5. Until AIM (Assetworks) is fully implemented:	Deputy of Finance and Accounting Manager	September, 2009 through implementation of AIM (Assetworks) database. First set of reports completed September, 2009. April 30, 2010 Update: The reports continue to be refined, and shared with constituents for feedback.	
o Additional SFC staff should be trained on the comprehensive use of the database in case of extended absence of Accounting Manager.	Deputy of Finance and Accounting Manager	October, 2009 and continuing thereafter. April 30, 2010 Update: Efforts to identify cross-training opportunities are on-going.	2

<ul style="list-style-type: none"> o Back-up copy of the MS Access Project Database should be created monthly. 	<p>Deputy of Administration and Data Manager</p>		<p>September, 2009 and weekly thereafter.</p> <p>April 30, 2010 Update: Back-up copy is created daily, and for reporting purposes, a snapshot is taken monthly.</p>
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II. Construction contracts contain the same base wording and can be standardized among school districts to help move project timelines forward. (Audit page 132)

- A. Eliminate multiple funding contracts with districts. (Deputy of Construction and Deputy of Administration) (SFC Priority – High)

BENCHMARK	SFC STAFF RESPONSIBLE	EXTERNAL RESOURCES NEEDED	PRIORITY	DIFFICULTY	DATE DUE
1. Create a standardized Memorandum of Understanding to be executed annually with each district.	Deputy of Administration and Deputy of Construction working with the Attorney General's Office				October, 2009 April 30, 2010 Update : All MOU's have been executed, and process operationalized.

III. The SFC's voucher approval process is an effective internal control. Project Managers are required to approve each payment voucher – this internal control is critical to continue to validate project funds are being spent appropriately. (Audit page 132)

- A. Reinforce importance of internal control procedures so Project Managers understand and use the payment approval process consistently.
Deputy of Design and Construction) (SFC Priority – High)

BENCHMARK	SFC STAFF RESPONSIBLE	EXTERNAL RESOURCES NEEDED	PRIORITY	DIFFICULTY	DATE DUE
1. SFC Design and Construction Groups meet weekly to ensure internal quality control measures are understood and implemented.	Deputy of Design and Construction and Project Managers				September, 2009 and on-going. April 30, 2010 Update: Design and Construction Groups continue to meet weekly.

IV. Required project information was difficult to locate within the SFC project files. (Audit page 132)

- Difficult to find certain project specific information in project files.
- Unorganized project filing system.
- Requires extra time and effort from staff.

A. Develop filing system that is consistent, complete and user-friendly. (Deputy of Administration) (SFC Priority – Medium)

BENCHMARK	SFC STAFF RESPONSIBLE	EXTERNAL RESOURCES NEEDED	PRIORITY	DIFFICULTY	DATE DUE
1. Staff will receive formal records management training.	Deputy of Administration and Administrative Assistant				April 30, 2010 Update: Continue to investigate appropriate options.
2. Records management software will be purchased.	Deputy of Administration and Accounting Manager				April 30, 2010 Update: Continue to investigate appropriate options.
3. Agency will transition to an electronic filing system to supplement current paper files.	Deputy of Administration and Data Manager				April 30, 2010 Update: Continue to investigate appropriate options.

V. The Needs Index and decision-making processes are evolving to be more transparent, objective, and quantitative in nature. (Audit page 133)

- Limitations in efficiently generating accurate and meaningful reports hamper transparency.
 - Lack of clear documentation or approval for subsequent budget revisions and funding reallocations across projects serves to blur transparency.
- A. Continue increased collaboration between districts and SFC for greater understanding of decision-making process. (Deputy of Planning) (SFC Priority – High)

BENCHMARK	SFC STAFF RESPONSIBLE	EXTERNAL RESOURCES NEEDED	PRIORITY	DIFFICULTY	DATE DUE
1. Meet annually with each district to review the facility plan. Meetings may take place by telephone or through the use of other technology.	Deputy of Planning, Project Managers assigned to Planning and School District Personnel	Districts must participate	High	Time consuming	October 1 st of each year. April 30, 2010 Update: During the Summer of 2010, staff will contact each District to discuss their facility plan.
2. Form a Planning Advisory Committee composed of the Deputy Director of Planning, the planning field staff, 2 superintendents or associate superintendents and 2 facility managers. This group will meet as needed, but no less than once a quarter. The purpose of this Committee will be to increase transparency, listen to concerns, issues, questions related to planning, and to plan future opportunities to share information, processes, and events.	Deputy of Planning	Participants from other stakeholder groups			Following participants have been identified: Dan Coe—Sup BIG02 Rod Kessler—Sup JOH01 Kirk Schmidt—Business Mgr FRE01 Mike Moeller—Maint & Ops ALB01 April 30, 2010 Update: The first meeting was held in April 2010. The next meeting is scheduled for May 17, 2010.

<p>3. Plan four (4) tours to recently completed schools each year with one visit to each quadrant of the state. Will explore options of working with individual districts/schools who have been funded for design rather than a large groups.</p>	<p>Deputy of Planning</p>	<p>Cooperation/participation of districts</p>	<p>Medium low</p>	<p>The first of such tours will be conducted between late-April and mid-May, 2010. April 30, 2010 Update: The Committee suggested that the names of schools be distributed, and interested individual district representatives would arrange for their own tours.</p>
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VI. The school district facility planning process has become more standardized, but should continue to focus on proactive planning and actions. (Audit page 134)

A. Begin facility planning process earlier so it is completed prior to finalizing budget. (Deputy of Planning) (SFC Priority – Low)

BENCHMARK	SFC STAFF RESPONSIBLE	EXTERNAL RESOURCES NEEDED	PRIORITY	DIFFICULTY	DATE DUE
1. The Facility Planning process for the next biennium will begin the spring of 2011.	Deputy of Planning, Project Managers assigned to Planning and School District Personnel	District participation throughout process	high	High, but processes better defined than in past	Spring 2011.
2. Assess district schools for Condition and Functionality (Suitability).	Deputy of Planning, Project Managers assigned to Planning and School District Personnel	District participation throughout process	Medium to high	Medium-No changes in the process are anticipated. High, if changes are needed	April 1, 2011.
3. Calculate Capacity Index and communicated to the districts.	Director, Deputy of Planning, Data Manager	Information from WDE	High	Medium-No changes in the process are anticipated. High, if changes are needed	March 1, 2011.
4. Complete first draft of the 2011 Needs Index.	Director, Data Manager		Extremely high	Process defined	April 15, 2011.
5. Check 2011 Needs Index for errors or erroneous data.	Director, Deputies, Project Managers, Data Manager		Extremely high	High, short duration	April 21, 2011.
6. Disseminate draft version of 2011 Needs Index with revisions to the districts.	Director, Deputy of Planning	District review	High	High, short duration	April 22, 2011.

7. Finalize the proposed Project List.	Director, Deputies, Project Managers, Data Manager		Extremely high	High, short duration	August 8, 2011.
8. Incorporate capital construction cost of proposed Project List into proposed budget	Deputy of Finance, Deputy of Design and Construction, Contract/Procurement Specialist, Accounting Manager		Extremely high	Extremely high	August 15, 2011.
9. Present the Needs Index, the Project List and the proposed budget to the Commission.	Director and Deputy of Finance		Extremely high	Extremely high	August 22, 2011.
10. Submit the Needs List, Project List, and proposed budget to the Governor and the Select Committee on School Facilities.	Director and Deputies		Extremely high	Extremely high	September 1, 2011.

VII. Remediation selection does not consistently evaluate all possible alternatives. (Audit page 134)

- A. Develop specific guidelines for remediation process so all possible alternatives are consistently evaluated and properly documented and explain to districts that shifting budgetary environment will change emphasis from new construction to renovation and major maintenance. (Deputy of Construction) (SFC Priority – High)

BENCHMARK	SFC STAFF RESPONSIBLE	EXTERNAL RESOURCES NEEDED	PRIORITY	DIFFICULTY	DATE DUE
1. Develop and refine guidelines used to determine the options which are in the best financial and educational interest of the state.	Deputy of Construction				December, 2009. April 30, 2010 Update: Industry benchmarks and accepted practices have been investigated. A draft decision tree was presented to the Commission in January 2010.

VIII. The allocation and reallocation process lacks a clear, easy-to-follow documentation trail that is needed to obtain the desired transparency and objectivity. (Audit page 134)

- A. Develop more objective and quantifiable allocation and re-allocation process. (Deputy of Finance) (SFC Priority – High)

BENCHMARK	SFC STAFF RESPONSIBLE	EXTERNAL RESOURCES NEEDED	PRIORITY	DIFFICULTY	DATE DUE
1. Present revised reallocation report to the Commission.	Deputy of Finance and Accounting Manager				August, 2009 and on-going. April 30, 2010 Update: A revised report was presented at the April 2010 Commission meeting.
2. Present revised reallocation report to the Select Committee.	Deputy of Finance and Accounting Manager				September, 2009 and on-going. April 30, 2010 Update: The Monthly financial report documents the trail of funds, and will be presented to the Select Committee at the May 2010 Commission meeting.

IX. The SFC has made continuous progress in the development of guidelines. (Audit page 135)

- A. Continue development of visible, transparent and available guidelines to ensure processes are consistently followed by all parties. (Deputy of Design and Construction) (SFC Priority – High)

BENCHMARK	SFC STAFF RESPONSIBLE	EXTERNAL RESOURCES NEEDED	PRIORITY	DIFFICULTY	DATE DUE
1. Contract with consultants to help refine and finalize guidelines in collaboration with industry and districts. for Commission approval.	Director and Deputies				April 30, 2010 Update: The Design Guidelines were approved by the Commission in January 2010.
2. Create design services procurement process.	Deputy of Construction and Procurement Specialist				October, 2009.
3. Create CMAR procurement process.	Deputy of Construction and Procurement Specialist				April 30, 2010 Update: The CMAR procurement process was approved by the Commission March 2010.
4. Create other procurement processes as necessary.	Deputy of Construction and Procurement Specialist				April 30, 2010 Update: A draft Design-Bid-Build contract will be presented to the Commission for approval at the June 2010 Commission meeting.

X. The exceptions process has limited documentation and visibility. (Audit page 136)

- Lack of documented exception requests due to lack of specific, relevant guidelines.

A. Develop detailed guidelines and more formally define exception process. (Director) (SFC Priority – High)

BENCHMARK	SFC STAFF RESPONSIBLE	EXTERNAL RESOURCES NEEDED	PRIORITY	DIFFICULTY	DATE DUE
1. Provide information pertaining to exception requests in Commission meeting packet.	Deputy of Administration and Administrative Assistant				September, 2009 and on-going. April 30, 2010 Update: Exceptions continue to be taken to the Director and to the Commission, as outlines in the Rules and other guiding documents.
2. Keep records of each Commission meeting.	Deputy of Administration and Administrative Assistant				On-going on monthly basis. April 30, 2010 Update: Minutes, meeting packets and other supporting documentation continue to be maintained in accordance with administrative procedures.
3. Ensure meeting packet information and meeting minutes are available to the public.	Deputy of Administration and Data Manager				On-going on monthly basis. April 30, 2010 Update: Minutes, meeting packets and other supporting documentation continue to be maintained in accordance with administrative procedures, and posted to the SFC website.

XI. The SFC has been challenging schools to provide local funding for non-essential enhancements. (Audit page 136)

A. Standardize local enhancement processes and develop cost guidance structure. (Deputy of Finance) (SFC Priority – Low)

BENCHMARK	SFC STAFF RESPONSIBLE	EXTERNAL RESOURCES NEEDED	PRIORITY	DIFFICULTY	DATE DUE
1. Document nature, cost and source of funding of enhancements per W.S. 21-15-114 and Chapter 3, Section 7 of the SFC Rules and Regulations.	Deputy of Finance, Deputy of Design and Construction				On-going on as needed basis. April 30, 2010 Update: We continue to use a checklist to develop and gather all documentation, including the nature, cost and source of funding. This information is entered into Assetworks as supporting information to a project, and will be updated in the SFC's Annual Report.

XII. The SFC is not consistent in setting district expectations during the facility planning process. (Audit page 136)

- A. Implement a change control policy to document and communicate modifications in project priority, funding or status.
- B. Remedy discussion in facility planning process should be qualified as "requests" until such time as all districts have completed the process.
- C. No commitments should be offered during the process.
- D. Expectations can be better managed by an "under-promise, over-deliver" mentality.
- E. Explain to districts that shifting budgetary environment will change emphasis from new construction to renovation and major maintenance.
- F. Delineate between planning, design and construction phases – establish a clear "go/no-go" decision point where funding for construction cannot be given until remedy is reevaluated and agreed to be the most feasible option. (Deputy of Planning) (SFC Priority – High)

BENCHMARK	SFC STAFF RESPONSIBLE	EXTERNAL RESOURCES NEEDED	PRIORITY	DIFFICULTY	DATE DUE
1. Annotate 2009 facility planning documents with notes from facility planning meeting. Have annotation publicly available.	Deputy of Planning and Deputy of Administration				September, 2009.
2. Develop a report which will identify the district, any funding, the purpose for the project, the scheduled project management team and the status of the funding (proposed by the SFC, included in the budget the Governor forwards to the legislature, or included in the adopted budget).	Deputy of Planning				<p>December 31, 2009 and ongoing.</p> <p>April 30, 2010 Update: These documents are available on the SFC website. Facility plans will be reviewed and updated as necessary in the Summer of 2010.</p>

XIII. Policies, processes, and procedures are not consistently documented or clearly posted for visibility. (Audit page 137)

- A. Assign personnel to review and update operating policies and processes at least annually, hold training sessions, post related documentation in a central location.
- B. Improve documentation of SFC policies, procedures and practices to create a more consistent and sustainable operating model. (Deputy of Administration) (SFC Priority – Medium)

BENCHMARK	SFC STAFF RESPONSIBLE	EXTERNAL RESOURCES NEEDED	PRIORITY	DIFFICULTY	DATE DUE
1. Assign personnel to review and update operating policies and processes at least quarterly, provide orientation for new employees, hold training sessions for employees as needed, or at least annually.	Deputy of Administration	None			April 30, 2010 Update: At the conclusion of each Commission meeting, any policy and process changes are reviewed with Staff, and feedback from the Staff is discussed. Currently working with Attorney General staff to review and update Agency Rules. In addition, Agency management staff meets with the Governor regularly to ensure that Agencies operations adhere to Statutes.

XIV. Differences in terminology and definitions can cause confusion and frustration between groups. (Audit page 137)

- A. Clearly define commonly used terms. (Deputy of Administration) (SFC Priority – Medium)

BENCHMARK	SFC STAFF RESPONSIBLE	EXTERNAL RESOURCES NEEDED	PRIORITY	DIFFICULTY	DATE DUE
1. Agency will contact auditors to help with creating a lexicon to improve understanding of all SFC reports and communications.	Deputy of Administration				December 31, 2009.

XV. The Commission has struggled to provide meaningful reporting to the legislature and other stakeholders in a timely and transparent manner. (Audit page 137)

- A. Use SFC website to include information of public record.
- B. Develop a standardized reporting package and communication plan.
- C. Communicate changes in financial documents as a result of changes in project construction status to Commission regularly to be shared with Select Committee periodically.
(Deputy of Administration) (SFC Priority – Medium)

BENCHMARK	SFC STAFF RESPONSIBLE	EXTERNAL RESOURCES NEEDED	PRIORITY	DIFFICULTY	DATE DUE
1. Re-design current website.	Deputy of Administration				December 31, 2009. April 30, 2010 Update: The website redesign is complete, and technical difficulties regarding launch date are currently being resolved.
2. Develop standardized reporting, documents and procedures for communication with the Commission, legislators and the public.	Deputy of Administration				March 31, 2009. April 30, 2010 Update: The database is being reconciled, and the following reports have been developed: (1) Monthly Financial Report (2) Reallocation Report (3) Appropriations Report (4) Property Report (5) Tracts Report (6) Major Maintenance Report (7) Project Group Report (8) Project Contract Reports (9) Project Contract Change Order Report (10) Budget Change Order Report (11) Cash Disbursements Report The redesigned website will improve communications with the public, as well as all Stakeholders; Commission has been given access to the Assetworks; procedures for Legislative and public access to Assetworks is being developed.

XVI. The annual reports that have been provided do not contain all the information required by statute W.S. 21-15-121. (Audit page 138)

A. Annual report should comply with statutory reporting requirements. (Deputy of Administration) (SFC Priority – Medium)

BENCHMARK	SFC STAFF RESPONSIBLE	EXTERNAL RESOURCES NEEDED	PRIORITY	DIFFICULTY	DATE DUE
1. Ensure the 2009 Annual Report submitted to the Select Committee contains all statutorily required information.	Director and Deputies				September, 2009. <i>April 30, 2010 Update: This report is available on our website, and was given to the Select Committee in September 2009.</i>

XVII. AIM (Assetworks) is not being utilized to its full extent and continues to be a long-term project. (Audit page 138)

- A. Track all significant facility decisions and activities in AIM (Assetworks).
- B. Develop a clear implementation plan for AIM (Assetworks) that assigns accountabilities; use system as primary information source for project information; eliminate duplicate systems; assign roles and data entry responsibilities to ensure transparency and continuity. (Deputy of Finance) (SFC Priority – High)

BENCHMARK	SFC STAFF RESPONSIBLE	EXTERNAL RESOURCES NEEDED	PRIORITY	DIFFICULTY	DATE DUE
1. Develop an implementation plan for AIM (Assetworks).	Deputy of Finance and Data Manager				October 31, 2009. <i>April 30, 2010 Update: Implementation of Assetworks is ongoing, but was delayed due to staff resources being dedicated to the continued audit efforts, reconciliation of multiple databases, and the general shortage of manpower to perform the implementation in the originally intended timeframe.</i>

XVIII. The lack of system integration leads to inefficient use of time and resources. (Audit page 138)

A. Develop a specific and tactical operating plan which sets forth short-term goals and objectives with established milestone dates for monitoring progress. (Deputy of Finance) (SFC Priority – High)

BENCHMARK	SFC STAFF RESPONSIBLE	EXTERNAL RESOURCES NEEDED	PRIORITY	DIFFICULTY	DATE DUE
1. Utilize AIM (Assetworks) for tracking transactions, financial reporting, and facility management.	Deputy of Finance and Data Manager			Significant training requirement	April 30, 2010 Update: Implementation of Assetworks is ongoing, but was delayed due to staff resources being dedicated to the continued audit efforts, reconciliation of multiple databases, and the general shortage of manpower to perform the implementation in the originally intended timeframe.
2. Contact A&I and their approved vendors to determine cost and benefits of an interface between AIM (Assetworks) and the WOLFS system.	Deputy of Finance and Accounting Manager				April 30, 2010 Update: Options for developing an interface between Assetworks and WOLFS were investigated, but found to be not advantageous to implement.

XIX. The SFC lacks clearly defined individual responsibilities and authorities. (Audit page 138)

- A. Assign personnel to review and update operating policies and processes at least annually, hold training sessions, post related documentation in a central location.
- B. Establish roles, responsibilities and authority for all personnel.

- C. Identify a select number of key performance indicators (KPI's) to measure agency progress in achieving critical goals.
Skills of staff should be reviewed and assessed periodically and training provided. (Director and Deputies) (SFC Priority – Medium)

BENCHMARK	SFC STAFF RESPONSIBLE	EXTERNAL RESOURCES NEEDED	PRIORITY	DIFFICULTY	DATE DUE
1. Develop clearly defined roles and responsibilities for each Deputy as well as clearly defined roles for staff within the Planning, Design and Construction, Finance, and Administration Divisions.	Director and Deputies				December, 2009. See attached Progress Reports April 30, 2010 Update: Progress reports continue to be used, which identify responsibilities and roles.
2. Develop a protocol for evaluating Deputy and Staff-level performance relative to the responsibilities identified above.	Director and Deputies				July 1, 2010. April 30, 2010 Update: The protocol for evaluating performance has been developed by A&I Human Resources Department; Staff will communicate with this group to understand how this protocol can be applied uniformly and affectively.

XX. The SFC does not have a formal records management system. (Audit page 138)

- A. Develop filing system that is consistent, complete and user-friendly.
- B. Develop a records management system to control, protect and maintain all information. (Deputy of Administration) (SFC Priority – Medium)

BENCHMARK	SFC STAFF RESPONSIBLE	EXTERNAL RESOURCES NEEDED	PRIORITY	DIFFICULTY	DATE DUE
1. Transition to electronic filing system to minimize the need for paper files.	Deputy of Administration and Data Manager				July 1, 2010. April 30, 2010 Update: Deputy has contacted A&I IT Department and the CIO office for guidance in establishing an electronic filing system, in addition to that provided by Assetworks, that meets the needs of the organization.
2. Appropriately organize and archive existing files utilizing the State Archiving System.	Deputy of Administration and Administrative Assistant				July 1, 2010. April 30, 2010 Update: Currently, two Staff member are trained and numerous volumes of documents have been archived using the State Archiving System.

XXI. Communication has improved but is typically reactive to constituents' requests. (Audit page 138 and 140)

A. Use SFC website to include information of public record.

B. Increase collaboration with WDE. (Deputy of Administration) (SFC Priority – Medium)

BENCHMARK	SFC STAFF RESPONSIBLE	EXTERNAL RESOURCES NEEDED	PRIORITY	DIFFICULTY	DATE DUE
1. Redesign current website.	Deputies and Data Manager				January 1, 2010. April 30, 2010 Update: The website redesign is complete, and technical difficulties regarding launch date are currently being resolved.
2. Conduct monthly meetings with WDE.	Deputy of Administration, Deputy of Finance, Deputy of Planning, Data Manager, Accounting Manager, and WDE personnel				September, 2009. April 30, 2010 Update: Data/Information Group Leadership, from both organizations, meet approximately every other month.

XXII. Formal, timely relevant reporting and communication leading to transparency is lacking. (Throughout Audit Report)

A. Improve documentation of SFC policies, procedures and practices to create a more consistent and sustainable operating model. (Deputy of Finance) (SFC Priority – Medium)

BENCHMARK	SFC STAFF RESPONSIBLE	EXTERNAL RESOURCES NEEDED	PRIORITY	DIFFICULTY	DATE DUE
1. Implement reporting through AIM (Assetworks).	Deputy of Finance and Data Manager			<p>April 30, 2010 Update: Implementation of Assetworks is ongoing, but was delayed due to staff resources being dedicated to the continued audit efforts, reconciliation of multiple databases, and the general shortage of manpower to perform the implementation in the originally intended timeframe.</p> <p>The database is being reconciled, and the following reports have been developed:</p> <ul style="list-style-type: none">(1) Monthly Financial Report(2) Reallocation Report(3) Appropriations Report(4) Property Report(5) Tracts Report(6) Major Maintenance Report(7) Project Group Report(8) Project Contract Reports(9) Project Contract Change Order Report(10) Budget Change Order Report(11) Cash Disbursements Report	July 1, 2010.

XXIII. Agency processes need to move from reactive posture to pro-active and develop structured, consistent planning and prioritization practices.
(Throughout Audit Report)

A. Detailed practices need to be documented and followed in order for decision-making to be more consistent, efficient and transparent. (Deputies) (SFC Priority – High)

BENCHMARK	SFC STAFF RESPONSIBLE	EXTERNAL RESOURCES NEEDED	PRIORITY	DIFFICULTY	DATE DUE
1. Work with consultants to complete Agency processes.	Deputies				April 30, 2010 Update: We continue to formalize process and procedures, which are reflected in updates above.

XIV. Process areas that are undefined or need clarification in order to be more consistent and efficient: (Throughout Audit Report)

- Process for budget and process for funding allocation changes;
- Subjectivity and lack of transparency in operating practices for allocation of appropriations and obtaining approval for reallocations;
- Lack of clear process for evaluating alternatives to new construction;
- Begin facility planning process earlier to legislature has more complete information and can make more informed appropriation decisions;
- Lack of documentation on SFC biennial planning and prioritization process, day-to-day operating practices, and need for guidelines;
- Eliminate multiple information management systems to avoid inconsistent and awkward reporting;
- Current reporting does not concisely and effectively provide stakeholders with useful, timely and relevant information – need for collaborative effort to develop appropriate reporting;
- SFC documentation not widely available to staff or stakeholders – develop a formal communication plan to deliver appropriately;
- End reliance on single individuals within the agency for important functions – create redundancy and understanding across multiple individuals;
- Improper framing of remedies in facility planning process – need to be framed so expectations are managed and met;
- Rules need to be implemented in line with legislative calendar to ensure consistency and should be posted at a central location for ease of reference

BENCHMARK	SFC STAFF RESPONSIBLE	EXTERNAL RESOURCES NEEDED	PRIORITY	DIFFICULTY	DATE DUE
1. Reorganize, refine procedures, guidelines, policies, and update rules to conform to statutes and practice.	Director and Deputies				July 1, 2010. April 30, 2010 Update: These items are addressed in preceding updates in the Audit Action Plan.
2. Enter into agreements with appropriate consultants to develop the necessary tools/contracts to fully implement a transparent, efficient and effective process for conducting business.	Director and Deputies				July 1, 2010. April 30, 2010 Update: These items are addressed in preceding updates in the Audit Action Plan.

XV. Differences between priorities identified on prioritization list and actual allocation of funds. (Throughout Audit Report) (Director and Deputies) (SFC Priority – High)

BENCHMARK	SFC STAFF RESPONSIBLE	EXTERNAL RESOURCES NEEDED	PRIORITY	DIFFICULTY	DATE DUE
Provide analysis required to use the Needs Index to arrive at the Project List to Select Committee.	Director and Deputies				September, 2009. April 30, 2010 Update: See Annual Report

XVI. Significant shift in project priorities from one biennium to the next. (Throughout Audit Report) (Director and Deputies) (SFC Priority – High)

BENCHMARK	SFC STAFF RESPONSIBLE	BENCHMARK	SFC STAFF RESPONSIBLE	DATE DUE
Needs Index will be updated annually with the most current data available. This may cause a significant change in the prioritized Needs Index.	Director and Deputies			April 30, 2010 Update: Deputies continues to work with the Governor to develop and refine this process.